

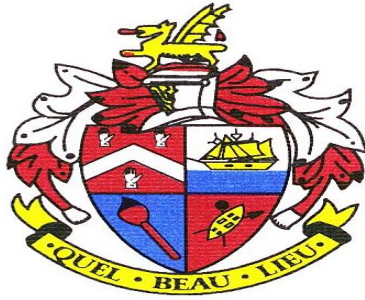
Richmond Municipality

2010/11
RICHMOND MUNICIPALITY

Richmond Municipality Integrated Development Plan Review 2010/11



RICHMOND MUNICIPALITY
IDP REVIEWED DOCUMENT 2010/2011



**RICHMOND MUNICIPALITY
UMASIPALA WASE RICHMOND**

**PREPARED BY: RICHMOND MUNICIPALTY DEVELOPMENT AND
PLANNING UNIT**

LED BY: MR. ES SITHOLE, MUNICIPAL MANAGER

CONTACT PERSON:

Nomathemba Zulu
57 Shepetone Street
Richmond ,KZN
3780
Tel:033 212 2155
Fax:033 212 2102
EMAIL:nomathembazulu@yahoo.com

SUPPORTED BY: MANAGEMENT

For further information contact:

The Office of the Municipal Manager
Richmond Municipality
Private Bag 1028, 57 Shepstone Street
RICHMOND, KwaZulu-Natal, 3780
Tel: 033 – 212 2155 Fax: 033 – 212 2102
Email: sibusiso.sithole@lgnet.org.za Website: www.richmond.gov.za

TABLE OF CONTENTS	PAGE NO.
-------------------	----------

SECTION A:EXECUTIVE SUMMARY

	Introduction	5
A1:	Municipal Profile	6-9
A2:	Challenges We Face	9-10
A3:	Oppotunities	10
A4:	strategies for Improvement	10-11
A5:	Measurable Performances	11
A6:	Introduction to the process of review	11
A7:	Process Plan	12-14

SECTION B:SITUATIONAL ANALYSIS

B1:	Demographic Dynamics	16-18
B2:	Socio-Economic Analysis	19-26
B3:	Spatial Analysis	27 -28
B4:	Institutional Analysis	28-29
B5:	Financial Analysis	29-30
B6:	Infrastructure Analysis	30-35
B7:	Broad Based Community Needs	36-53
B8:	Conclusion	53-54

SECTION C: DEVELOPMENT STRATEGIES 55

1.	INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	56-76
2.	BASIC SERVICE DELIVERY	77-85
3.	LOCAL ECONOMIC DEVELOPMENT	86-91
4.	MUNICIPAL FINANCIAL MANAGEMENT AND VIABILITY	92-96
5.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	97-99

SECTION D: OVERVIEW OF THE SPATIAL DEVELOPMENT FRAMEWORK	100-106
SECTION E: SECTOR INVOLVEMENT	107-114
SECTION F: IMPLEMENTATION PLAN	115-118
SECTION G: PROJECTS	119-121
SECTION H: SDBIP	122-125
SECTION I: PERFORMANCE MANAGEMENT SYSTEM	126-130
SECTION J: ANNEXURES	131-132

Annexure A: SDBIP

Annexure B: Detailed Spatial Development Framework

Annexure C: Detailed Disaster Management Plan

Annexure D: Municipal Set of Indicators

Annexure E: Housing Sector Plan

Annexure F: Local Developmetn Plan

Annexure G: Turn Around Strategy

SECTION K: APPENDICES	133-135
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SECTION A: EXECUTIVE SUMMARY

INTRODUCTION

The Integrated Development Plan Process at the Richmond Municipality

The Integrated Development Plan (Integrated Development Plan terms of the relevant legislative requirements, has to be reviewed annually in order to ensure that it is an approved strategic plan aligned to the objectives of the Municipality's mandate in terms of service delivery. The Integrated Development Plan is further reviewed annually in order to ensure that it is able to inform other components of the Municipal business process including institutional and financial planning and budgeting and further to add value to an improved Intergovernmental Relations Framework (IGR).

The Integrated Development Plan Review is also the culmination of relevant workshops and meetings with various stakeholders and the input received during the public participation process in terms of Ward Committee input, the Mayoral Budget Integrated Development Plan Izimbizo, pertinent Integrated Development Plan Committee and Forum meetings.

In order for the Integrated Development Plan to remain significant to the circumstances prevalent, the Richmond Municipality must assess its performance in attaining its strategic objectives and targets in ensuring that delivery has increased, is financially viable and is sustainable. The Integrated development Plan should therefore be reflective of progress and must also reflect corrective measures to be implemented to address challenges faced in terms of internal and external circumstances that impact on the integrated planning process inclusive of priority issues, objectives, strategies, programmes and projects.

In formulating the Integrated Development Plan cognizance has been taken that the Integrated Development Plan must inform municipal decision-making as well as all business processes of the Municipality inclusive of the financial and institutional planning and most importantly the drafting of the annual budget.

In adhering to the above the adopted Integrated Development Plan Process Plan and Budget Process Plan, although two distinctive documents are integrally linked in terms of processes which must be co-ordinated to make certain that the integrated development Plan and budget processes are aligned and which therefore results in their creditability.

Ward Councillors as well as Proportional Representative Councillors were tasked with the convening of Ward Committee meetings in each of the Wards in order to solicit from their constituents, the projects and programmes which they would like included in the Integrated Development Plan Review. In doing this the Municipality is able to move away from officials identifying what they think are suitable projects instead of delivering on the needs of the community.

As outlined in the Richmond Municipality Integrated Development Plan Review 2010/11 Process Plan the Municipality undertook to engage with all relevant role-players and citizens of the Municipality in order to solicit their needs in terms of priority projects for the respective

financial year, the Medium Term Expenditure Framework (MTEF) as well as for the next five years. Together with the projects identified, the Management Structure of the Municipality, taking into account the development goals, national and provincial key prioritized projects in accordance with funding available, identified projects and programmes for inclusion in the Integrated Development Plan. Community comment and input into the draft Integrated Development Plan 2010/11 was solicited by means of a public notice in the media circulated in the Municipality's area of jurisdiction, door to door handbills, loud hailing as well as by way of Mayoral Izimbizo.df

A1: Municipal Profile

Richmond Municipality (KZ227) is one of the seven category B municipalities and comprises seven (7) wards. It is located on the southern part of the Umgungundlovu District Municipality (DC22) and is approximately 38 kilometres south of Pietermaritzburg which is the capital of the Province. It is bordered by Umsunduzi Municipality to the north, Ingwe Municipality to the west, Mkhambathini Municipality to the east and Ubuhlebezwe and Vulamehlo Municipalities to the south. It is approximately 1232 square kilometres in extent with an estimated population of 56 772 and 12 679 households, is the fourth smallest Municipality within the uMgungundlovu District Municipality family of Municipalities.

The majority of the population resides in areas which are predominantly rural and which areas are characterized by low levels of basic services and facilities and substantial unemployment. The village of Richmond – Ward 1 – is the only urban centre which is recognized as the main economic node due to the services provided and nature of activities which exist in association with the Magistrate's Court, clinic, pension pay point, health, education and welfare office and similar state services. Land uses within this area are typically urban mixed uses with high levels of limited infrastructural and services development and an adequate provision of social facilities and services to support the resident populations.

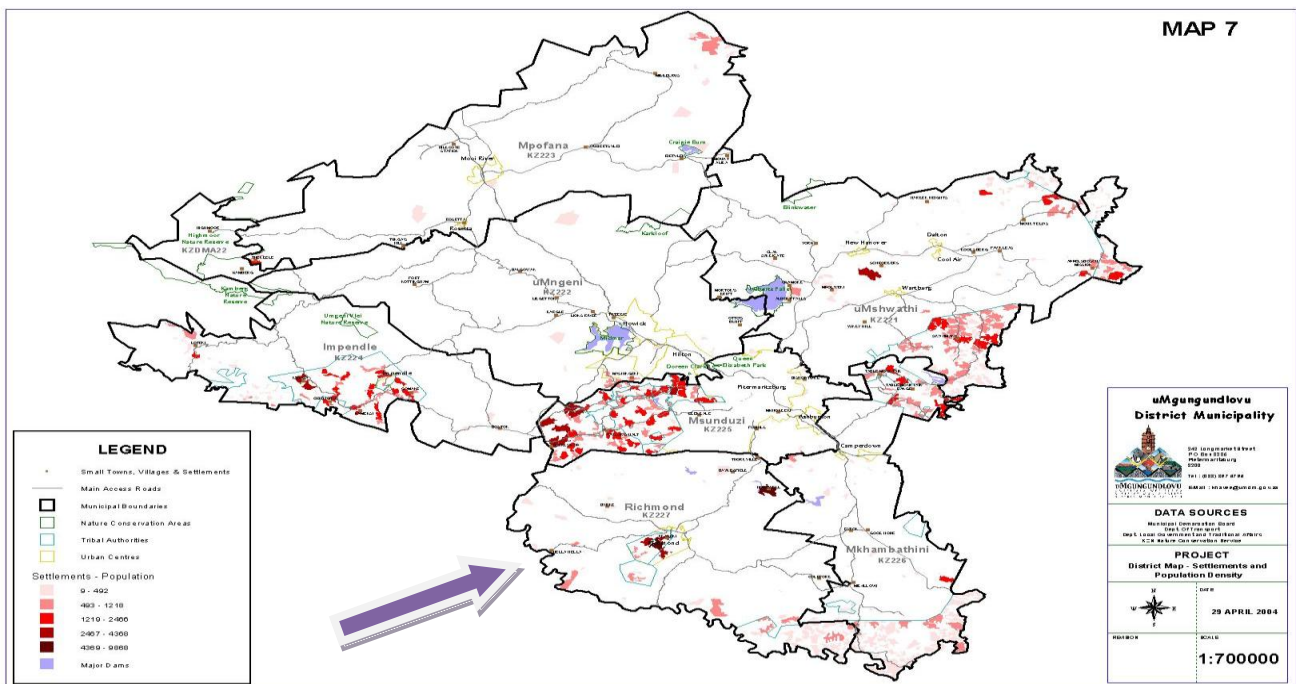


Figure 1:Locality map within District level

Figure 1:Richmond is located on the southern part of the Umgungundlovu District Municipality (DC22) and is approximately 38 kilometers south of Pietermaritzburg which is the capital of the Province.

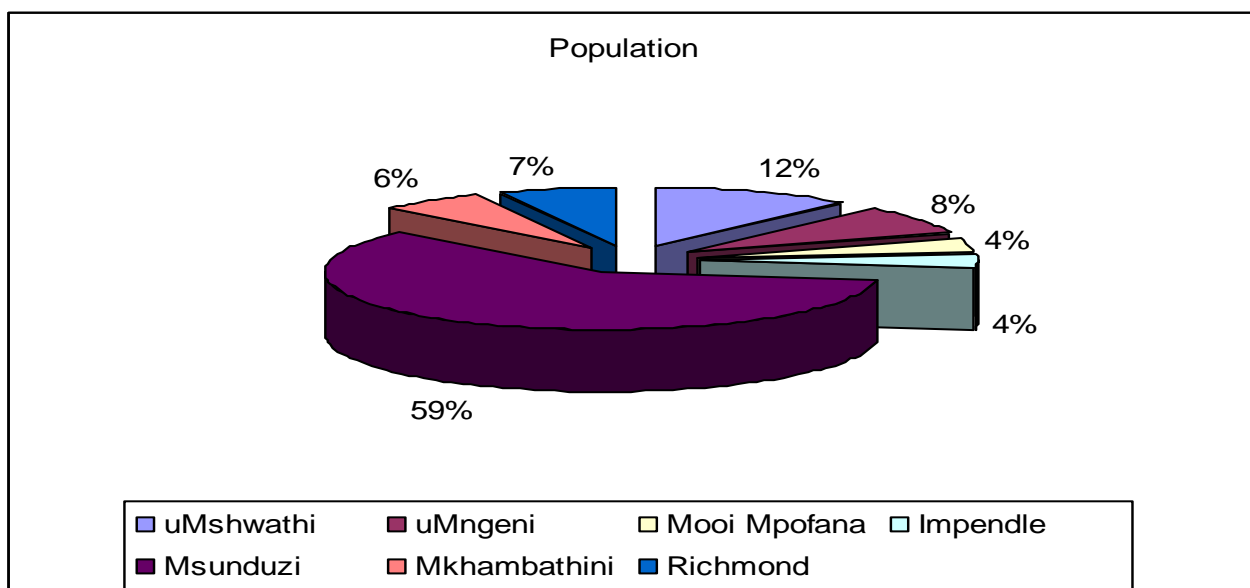
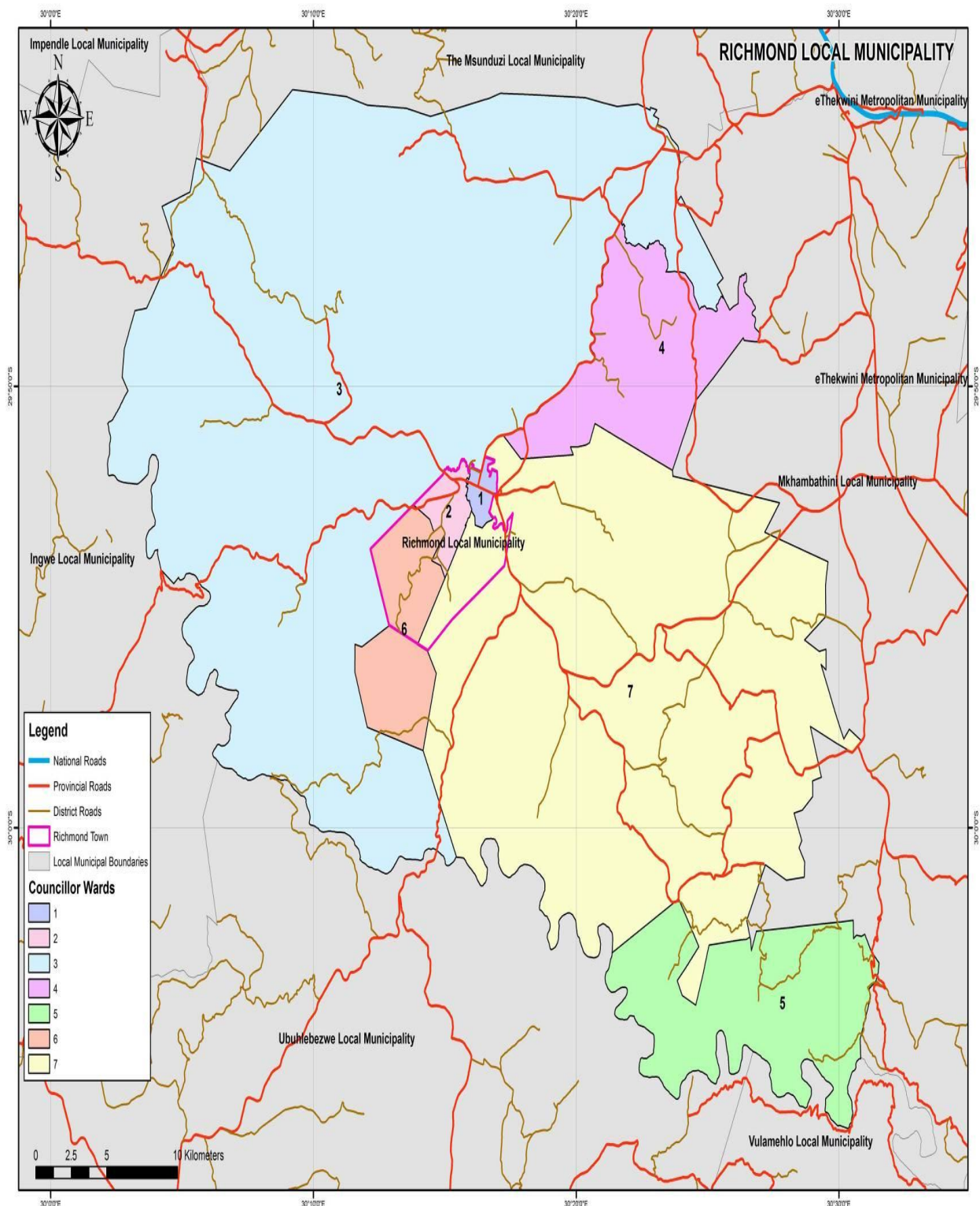


Figure 2: District Population

Figure 2:Above indicates that Msunduzi is the most populated and the Richmond Municipality contains the third largest population within the District.



MAP 1 :Richmond Municipal by Wards (Source internet based GIS system)

A large portion of the municipal area is used for agricultural activities, which is also the largest employer of the municipal population. In this way agriculture is the backbone of the Municipality's economy. This suggests that preservation of high quality agricultural land is very important and development should therefore be responsive to the need of preservation.

Richmond's location can be disadvantageous in that the booming economy of the Capital City has resulted in an exit of skilled and learned persons as well as the relocation of Industry from Richmond to other areas and coupled with various other factors, Richmond has seen an increase in unemployment, an increase in poverty and a decrease in investment. Added to this is the unmistakable absence of municipal resources needed to meet the demand of the ever increasing need for service delivery to the poor, excluded and vulnerable.

In order to achieve success from its advantageous and to counteract its disadvantageous, Richmond must focus on its strengths and on the opportunities provided in terms of National and Provincial Government in terms of their development goals, apex priorities – reference is, amongst other programmes and projects made to the Provincial Growth and Development Strategy (PGDS), Accelerated and Shared Growth Initiative of South Africa (ASGISA), Joint Initiative on Priority Skills Acquisition (JIPSA), National Spatial Development Framework (NSDF) & Provincial Spatial Economic Development Framework (PSEDF), National Framework for Local Economic Development (NFLED), etc.

It must also continually strive towards a positive change of mindset and gear towards marketing its constructive attributes in terms of spatial assets (industrial nodes, location in terms of identified corridor development, proximity to N3 and R56), agriculture and agro processing, nature based tourism, specialized manufacturing and farming.

A2: Challenges

The main challenges faced by the Richmond Municipality in this Integrated Development Plan Review relate to economic, infrastructure, socio-economic, spatial and housing issues as well as issues relative to socio facilities and services and sustainable infrastructure. The key issues most likely to have a fundamental effect on the long-term economic viability of the Municipality are:

- Taking advantage of the opportunities presented by Richmond's location along the R56, its close proximity to the N3, Durban (one of the most important harbours in Africa and the location of the upcoming Dube Trade Port) and the close proximity to Pietermaritzburg – the capital of KZN
- Optimizing on the opportunities presented by the N3 corridor development from eThekweni – Msunduzi – uMngeni Corridor
- In ensuring that the backlog in the provision of basic services such as water, sanitation, electricity and housing, especially in the rural areas is addressed
- Attracting economic and investment opportunities to the urban area and to extend it to other areas of the Municipality to ensure economic sustainability
- Management of various risks, inclusive of investor, environment, agricultural, etc
- Limited availability of bulk electricity and water
- Unequal distribution of social facilities

- HIV-Aids and its impact on the demographics
- Dilapidated infrastructure that requires upgrading

Although limited progress has been made in terms of economic growth, infrastructure development and basic service provision, the impact on job creation and poverty alleviation has been minimal.

A3: OPPORTUNITIES

The Richmond Municipality is bordered by and is located in close proximity to economically viable municipalities such as the Msunduzi Municipality and eThekweni Municipality. Further to this, the following aspects can be tapped into to create its own niche market:

- Close proximity to development corridor's such as Provincial Corridor 2 N3 Corridor (eThekweni – Msunduzi – uMngeni) and the secondary corridor of Kokstad – Umzimkulu – Msunduzi
- Potential to capitalize on targeted spill over from initiatives planned for Msunduzi Municipality and Durban such as the Dube Trade Port
- Tourism potential in terms of the Bhambatha Trail, Umkomaas River, Byrne (Byrne Settlers), etc
- Agricultural attributes in terms of soil types, climate diversity and rainfall

A4: Strategies for Improvement

To address the challenges faced and to maximize output on the opportunities to create positive spin offs, the following strategic local economic development thrusts and development initiatives must be achieved to add value:

- Promoting development and investment that contributes to the regeneration of the economic hub as well as the development of the identified precinct (Thornville area)
- Provide for sufficient, affordable, reliable infrastructure services as well as the creation of an environment for the successful implementation of basic services
- Introducing incentives that attract development initiatives as well as the successful introduction of the Municipal Property Rates Act coupled with appropriate and applicable rebates
- Developing a skills database of the Municipality and procurement procedures in accordance with EPWP and AsgiSa principles
- Establishing and promoting SMME's and establishing co-operatives to maximize economic opportunities in the agricultural sector (timber and cane)

- Ensuring the regular maintenance and upgrade of existence of infrastructure
- Promoting cultural community and integrated tourism development

A5: Measuring Performances

Performance Contracts and Agreements for Section 57 employees as well as a Performance Plan/Scorecard in terms of a Service Delivery and Budget Implementation Plan (SDBIP) have been signed and advertised.

Although a Scorecard is still in its draft format, the following accomplishments can be recorded:

- A developed SDBIP catering for the inclusion of activities and deliverables with associated milestones and as close as possible realistic targets
- The formulation, extension and review of Municipal Policies and Procedures
- Municipal Bylaws have been reviewed and translated, awaiting promulgation on Province Gazette.

A.6 Introduction to and Process of Review:

The document represents the Draft Integrated Development Plan Review to inform the 2010/2011 budget as prepared by the Richmond Municipality (KwaZulu-Natal) after following the processes as contained in its adopted Integrated Development Plan Process Plan 2010/2011 – adopted by Council in August 2009.

In reviewing the Integrated Development Plan 2010/2011, the Richmond Municipality was obliged to take cognizance of and was responsive to the various pieces of legislation, its Environment, Sector Department Plans, the State of the Nation Address, State of the Province Address, Development Goals as contained in various programmes and strategies of National and Provincial Government, the needs of the community, the current Socio and Economic trends and status of the Municipality as well as the development strategies of the municipality, etc.

The document is also the review of the current Integrated Development Plan Review for the 2010/2011 financial year and has been prepared in-house, with the process being managed in the Office of the Municipal Manager with the responsibility of review and eventual adoption resting with the nominated Integrated Development Plan Champion.

The Richmond Municipality – in reviewing its Integrated Development Plan – has also taken cognizance of the fact that a truly successful Integrated Development Plan is a plan which is owned by its citizens who hold some responsibility for the information, programmes and projects as contained in the Integrated Development Plan document and further that the Integrated Development Plan, although reviewed annually needs to be implemented daily with long term development strategies and goals always remaining in the fore to ensure that constant growth is enhanced and strengthened thereby continually ensuring a social and economically viable and sustainable municipality.

A7: PROCESS PLAN

The Richmond Municipality council adopted the final IDP process plan for the financial year 2010/2011 on the 31 July 2009. This process plan is a guide for the compilation of the Integrated Development Plan (IDP), it involves workshops, forum meetings and public participation meetings.

TASK	TARGET DATES	RESPONSIBILITIES
Phase 1: Adoption and Submission of 2010/2011 IDP Framework and Process Plans to DLGTA	31 July 2009	
District IDP Coordinator's meeting to discuss Framework Plan	15 July 2009	All IDP coordinators
Prepare 2010/2011 IDP Process Plan	15- 21 July 2009	IDP manager
First Technical Committee meeting- to discuss process Plan	23 July 2009	IDP Manager
Submission of IDP Process Plan and Budget Process Plan to Council for adoption	27 July 2009	Municipal Manager and Financial Services
Submission of Draft IDP Process Plan to Department of Local Government and Traditional Affairs for evaluation	31 July 2009	Municipal Manager
Advertising of IDP Process Plan in media.	03 July 2009	Municipal Manager/IDP Manager
Incorporate MEC / DLGTA comments	7 July 2009	IDP Manager
Second meeting of the IDP Technical Committee to discuss final Process Plan and MEC/ DLGTA Comments	14 August 2009	IDP Manager
Community consultation Review status quo report		Councilor's, Municipal Manager and Head of Department
IDP Representative Forum meeting		Municipal Manager
Phase 2: Prepare Status Quo Reports	30 September 2009	
Planning Indaba / MEC Panel Feedback	16 September 2009	District

Collect data to review Status Quo of the Municipality	23 September 2009	IDP Manager/District
District IDP Coordinator's meeting	25 September 2009	District
Representative Forum	1-16 October 2009	IDP Manager
Phase 3: Review Strategies	15 December 2009	
Review municipal strategies	19-30 October 2009	IDP Manager /District
Review sector plans	13 November 2009	IDP Manager /District
Review policies	20 November 2009	IDP Manager /District
IDP Best Practice Conference	2 December 2009	District
Compile project lists	10 December 2009	IDP Manager /District
IDP Representative Forum		IDP Manager
Phase 4: Adoption and submission of Draft 2010/2011 IDPs to DLGTA	26 March 2010	
Align Budget with the IDP and incorporate comments/input/projects from uMDM and Sector Departments	26 February 2010	Municipal Manager and Finance Service
Notification of funds transfer to local municipalities by the District	01 March 2010	District
Service Providers Forum (Sector Depts)	05 March 2010	District
Incorporate info from Service Providers Forum		IDP Manager /District
Present draft IDP Review report to Technical Committee meeting		IDP Manager
Present draft IDP Review report and Budget to Exco for recommendation of acceptance to Council	26 March 2010	IDP Manager
Submission of draft IDP Review report and Budget to Council	29 March	IDP Manager
Present draft IDP Review report to IDP Representative Forum	16 April 2010	IDP Manager
Phase 5: Submission of draft 2010/2011 Reviewed IDP's	March/April 2010	
Assessment Briefing and Orientation	29 March 2010	DLGTA

Assessment week	30 March – 02 April 2010	All Municipalities DLGTA Sector Depts
Present Draft IDP/Budget to the community (IZIMBIZO)	01-30 April 2010	All Municipalities
Feedback session	22 April 2010	All Municipalities DLGTA Sector Depts
Publish District IDP Coordinator's h IDP in media and place on website	30 April 2010	IDP Manager
Phase 6: Adoption and Submission of 2010/11 IDPs to DLGTA	9 July 2010	All Municipalities DLGTA
Incorporate public comments on Draft IDP	19-30 April 2010	IDP Manager
Incorporate comments form the Assessment panel from DLGTA	26 April -07 May 2010	District/IDP Manager
Address comments from the Auditor General on the Annual Report of the previous Financial Year	20 May 2010	All Head of Department's and IDP Manager
Adoption of 2010/2011 IDP/Budget by Councils	30 May 2010	Councilors' Municipal Manager and CFO
Submission of adopted IDP/Budget to DLGTA	9 July 2010	IDP Manager
Prepare Service Delivery and Budget Implementation Plans (SDBIPs)	9 July 2010	Corporate Services /IDP

SECTION B:

SITUATIONAL ANALYSIS

B1: DEMOGRAPHIC ANALYSIS

Population

Table 1: Population Distribution by Age and Gender

AGE GROUP	MALE	FEMALE
0-4	2,850	3,310
5-10	4,230	3,658
11-15	3,798	3,219
16-20	3,110	3,155
21-25	3,318	2,871
26-30	2,808	2,507
31-35	1,995	1,842
36-40	1,615	1,310
41-45	1,072	1,320
46-50	655	1,260
51-55	717	1,058
56-60	845	996
61-64	410	565
65+	-	89

Source: Stats S A: Community Survey: 2007

According to Stats S A Community Survey 2007 data, the total population of the Richmond Municipality is approximately 56 772 people and 12 679 households (Stats SA Community Survey: 2007). This marks a proportionately marginal decline rate from 63 222 people and 12 533 households recorded in 2001. This means that the population had decline by 6 450 people to and households' increase2001- 2007. This decline can be attributed by a number of factors such as HIV/AIDS epidemic or rural urban migration processes due to factors linked to the economic factor of the Municipality which includes limited employment opportunities, better access to public services in major urban centres and general decline in the quality of life.

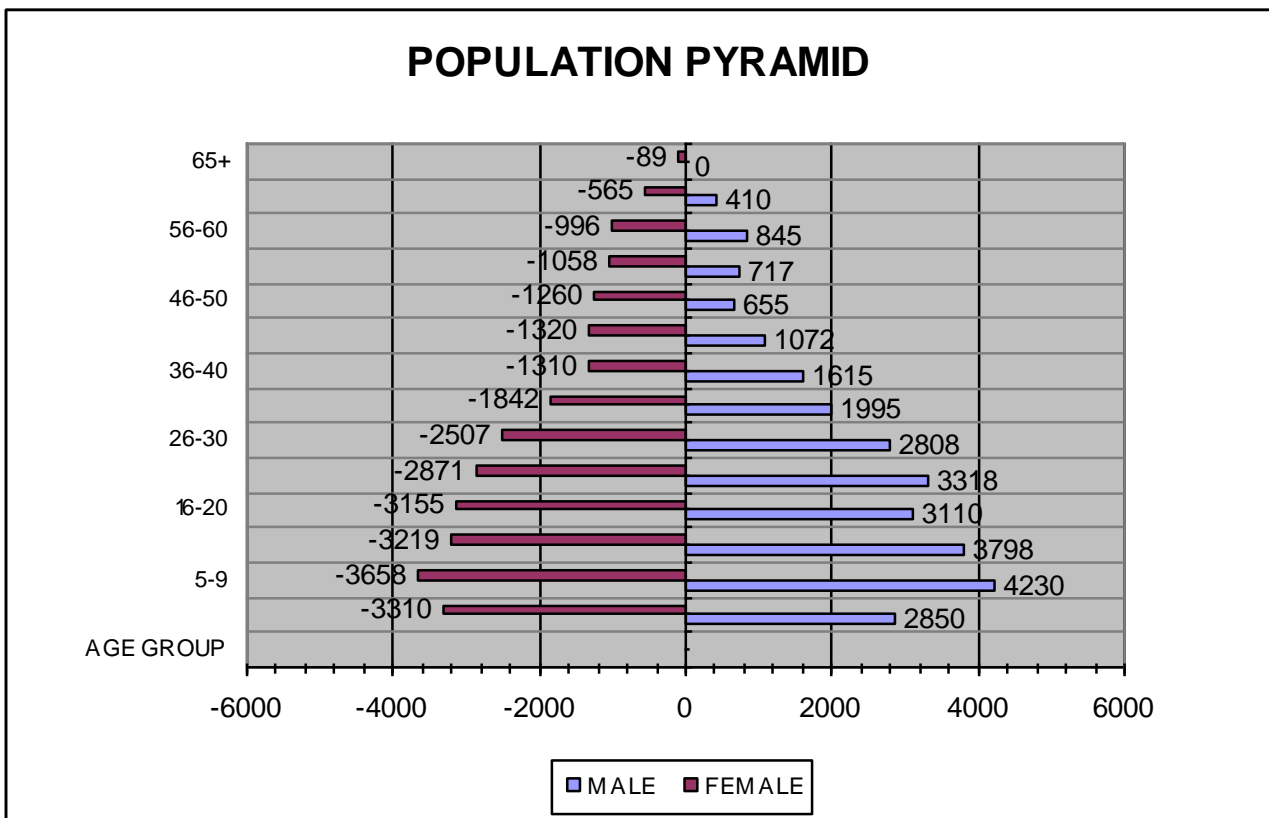


Figure 1: Population Pyramid ,Stats SA 2007

Figure 1 shows that the gender distribution in Richmond, with females making up the majority of the population. Gender distribution is also a determinant factor in assisting the various tiers of government to focus investment especially to vulnerable groups like women

The population of Richmond is dominated by the youth (15 to 35 years of age) which accounts for 21 606 people or 38% of the total population. This therefore has serious implications in terms of development planning and requires the development and implementation of programmes addressing the needs of a youthful population which may include educational facilities, creation of job opportunities and improving access to social facilities. The dominance of this group also poses social challenges since this group is sexually active and more vulnerable to HIV/AIDS. It is therefore important that the Municipality have interventions and programmes with regard to HIV/AIDS.

Table 2: Population Group by Race

Population Group	Number	Percentage
Black	53,555	94%
Coloured	927	1,7%
Indian or Asian	1,332	2,4
White	959	1,8
Total	56 773	100%

Source: Stats S A: Community Survey: 2007

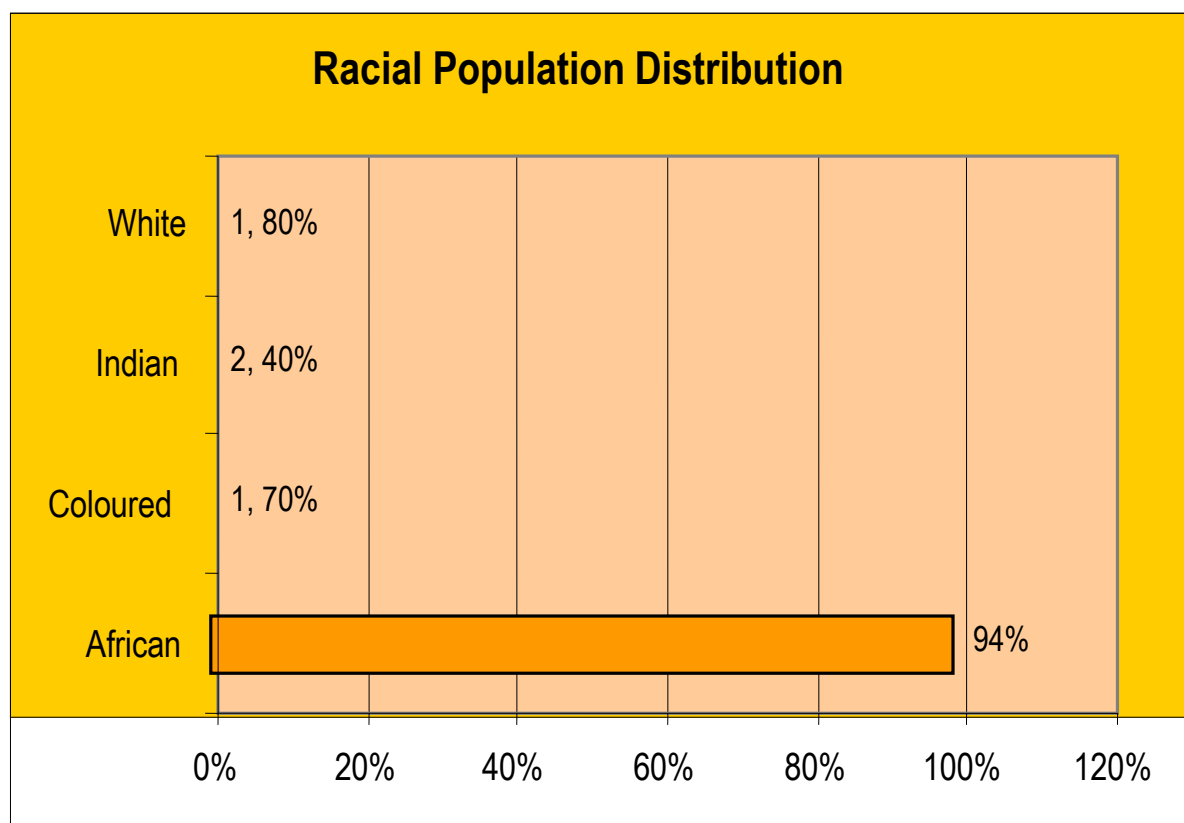


Figure: 2 Racial Population Distributions, Stats SA 2007

It is indicated In Table 2 above that the Blacks dominates the population group in Richmond

B2: SOCIO -ECONOMIC ANALYSIS

Economic Analysis

Employment status 2008

UNEMPLOYMENT RATE, OFFICIAL DEFINITION (%)	NATIONAL	KWA-ZULU NATAL	DISTRICT	RICHMOND
Male				
Black	23.7%	27.7%	28.5%	29.6%
White	3.7%	3.7%	3.8%	1.9%
Coloured	18.4%	27.7%	24.9%	14.8%
Asian	10.2%	11.7%	13.0%	9.3%
Total	20.2%	23.3%	24.1%	27.3%
Female				
Black	31.1%	28.9%	30.9%	30.3%
White	4.8%	4.8%	4.5%	4.6%
Coloured	21.4%	20.4%	19.7%	12.4%
Asian	13.2%	14.9%	16.5%	17.6%
Total	26.5%	25.2%	27.0%	29.2%
Total				
Black	27.2%	28.2%	29.7%	30.0%
White	4.2%	4.2%	4.1%	2.8%
Coloured	19.8%	24.2%	22.3%	13.9%
Asian	11.4%	13.0%	14.5%	11.9%
Total	23.1%	24.2%	25.5%	28.2%

GLOBAL INSIGHT STATISTICS 2008

Table 3: Employment Status

The above Table indicates that there is high level of unemployment within the Richmond Municipality which can be translated to a high dependency ratio and low level of affordability. This graph gives the level of employment from National level, Provincial level, District level and local level

Income levels

Table 4: Households Income levels

2008	NO.
0-2400	89
2400-6000	330
6000-12000	1,664
12000-18000	1,925
18000-30000	2,472
30000-42000	2,019
42000-54000	1,479
54000-72000	1,272
72000-96000	960
96000-132000	732
132000-192000	598
192000-360000	632
360000-600000	300
600000-1200000	144
1200000-2400000	38
2400000+	8
Total	14,663

GLOBAL INSIGHT STATISTICS 2008

In terms of The Global insight statistics, it can be observed that 89 households earn R0-R2400 and there is only 8 households who earn R2400000 in Richmond .The rest earn between R2400 and R2400000, this is an indication of a level of an economy status of Richmond.

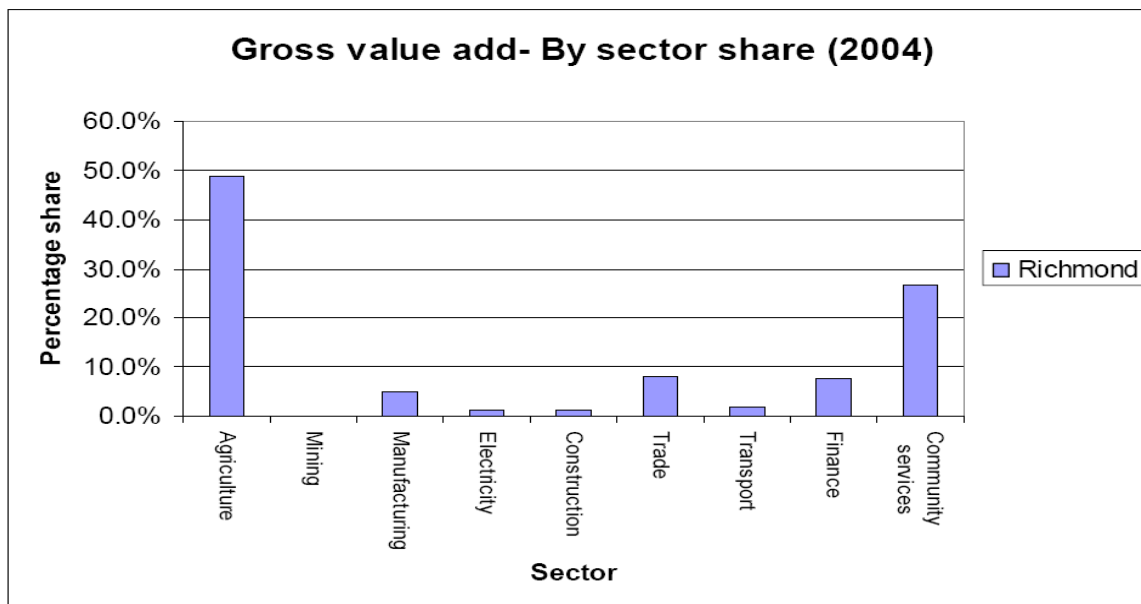
Agriculture

In terms of the Provincial Spatial Economic Development Strategy, Richmond is located along a secondary agricultural corridor which serves areas of high poverty levels with good economic development potential. It forms part of the Greater Pietermaritzburg Economic Region.

It is a mixed agricultural area including the coastal belt crops such as sugar cane, oranges, avocados and timber. Timber processing is identified as potential growth sector. Value adding in all areas needs investigation as there is little data to effectively allow the municipality to prioritize projects in line with limited resources. Subsistence farming is predominantly practised in the rural areas. It would therefore be pertinent for the Municipality to coordinate the commercialisation of some of the farming practices by the establishment of a Farmers Market as identified in the Local Economic Development Strategy. The Municipality is in partnership with the Department of Economic Development in providing business skills training for Small, Medium and Micro Entrepreneurs.

The agricultural sector dominates the local economy, particularly in terms of employment and contribution to the economy and is followed by the public services sector. The reliance on these two sectors is a cause for concern and strategies to ensure economic diversification should be compiled. (Richmond Preliminary Economic Research, 2006)

Figure 3: Gross Value Add-By Sector Share

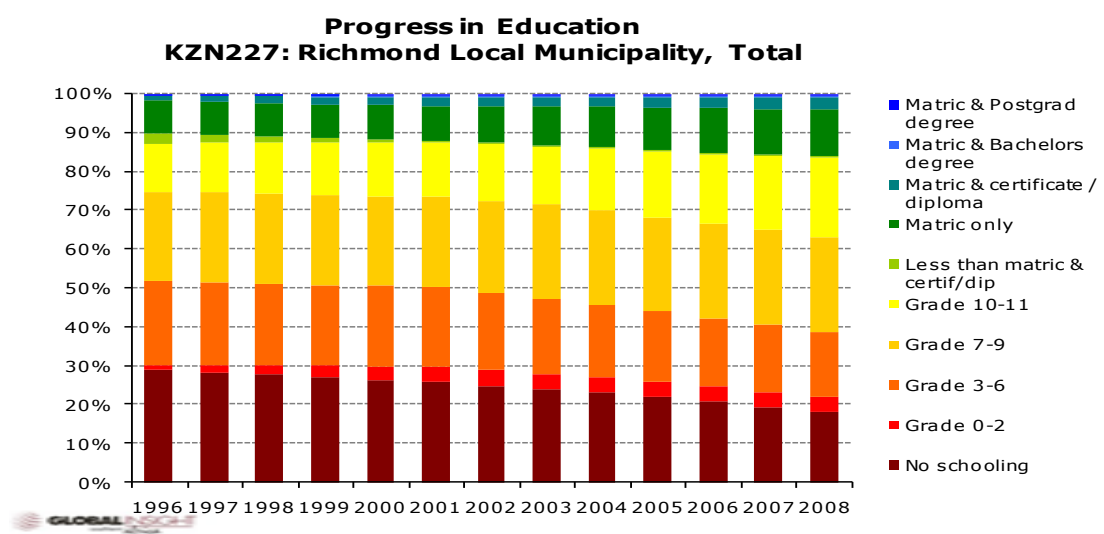


Source (Richmond Preliminary Economic Research, 2006)

Social Services Realities

Education

The following table indicates educational levels:

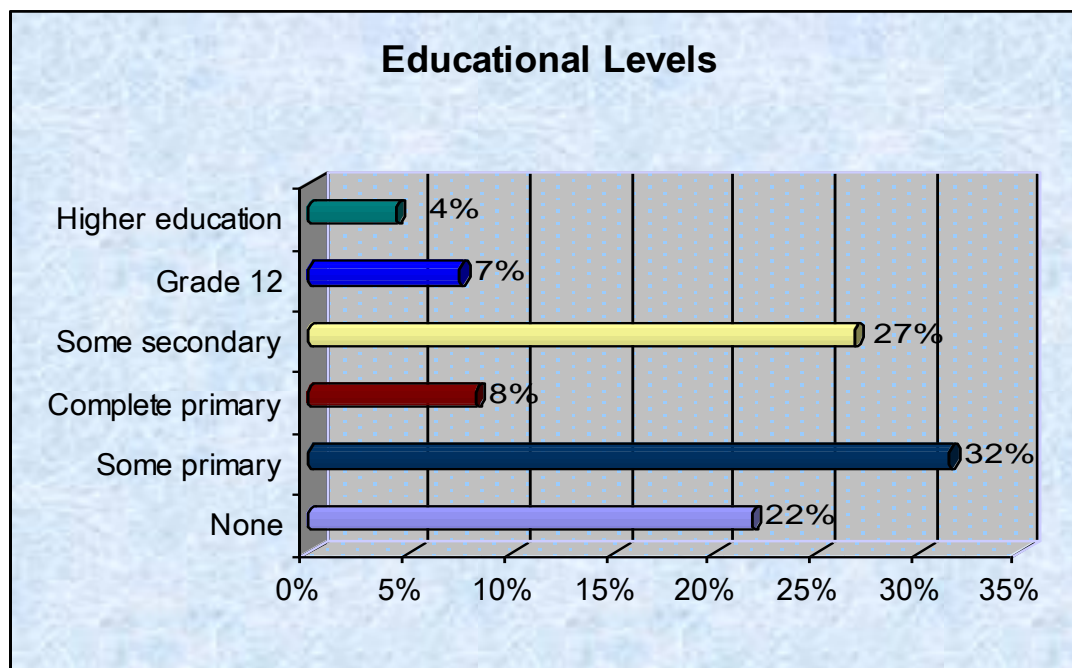


Education levels have a major bearing on the quality of life. The inability of an individual to perform certain basic functions due to illiteracy is also part of elements that define human poverty. Low educational levels are likely to push individuals to unemployment and to low paying jobs. Low educational levels also limit the ability of an individual to learn new skills, to be trained and developed.

The Richmond Municipality has intervened on the poor matric pass rate in the area of Richmond .The Municipal Mayor has identified matric programme to boost the percentage of the matric pass rate, he personally payed a visit to all the schools around in Richmond and assessed on how pupils are being taught and the conditions of the classes, material available and the capacity of staff available. Thereafter he held a principals forum meeting in three different circuits (Mkhambathini,Richmond and Msunduzi Circuit) to find a way forward to further assist with future education of young pupil of Richmond.

PURPOSE

The purpose of the “Richmond Education Indaba” is to improve the matriculate pass rate of the local schools around the Richmond area, this resulted from a poor pass rate of matriculates over the past years. Richmond Municipality also sees this programmed as a priority interms of service delivery.



Stats SA: Community Survey 2007

It is indicated that 60% of individuals ranging from no formal education to primary levels are dominant within the Richmond Municipality. Only 4% of individuals had higher education.

Specific issues relating to education to be addressed include:

- ❖ The quality of educational facilities
- ❖ Low literacy levels
- ❖ Lack of water, sanitation and the infrastructure of most schools is a health hazard to the pupils.
- ❖ The availability of resources to assist learners in their educational requirements and further the availability of facilities and information relative to bursaries, etc
- ❖ The inability of rural areas to attract high quality educators
- ❖ Limitations in regards to subjects offered at schools
- ❖ Inadequate coordination and targeted adult education and literacy programmes

Health

Health services in the Municipality are provided by the Provincial Department of Health. The following health facilities are found in the municipal area:

- Richmond Hospital
- Provincial clinics in Richmond, iNdaleni and eMbuthisweni
- Private clinic in Inkumane
- Six mobile clinic ports
- Private doctors and district surgeon

Health Facilities are not well distributed throughout the Municipal area, clinics are mainly located along main transport routes making access to these facilities relatively difficult to people residing in deep rural areas of the municipality.

Impact of HIV/AIDS

Further, it has been estimated that between the years 2000 and 2010 approximately seven million South Africans will die from HIV/AIDS related diseases. The number of deaths from HIV/AIDS will be considerably larger than that from any other single cause of death and will probably double the number of deaths from all other causes combined. It is indicated that Umgungundlovu District Municipality accounts for 23% of the KwaZulu Natal HIV/AIDS cases. Richmond Municipality has the highest number at of HIV positive people in the District as compared to other Municipalities within the District.

The likely effect of HIV/AIDS on **social systems**:

- Poor households are more vulnerable and the epidemic is likely to deepen poverty and compromise upward mobility:
- Changing demand for housing, education and other community facilities:
- A greater demand for health care facilities: and
- A greater demand for financial support for orphans, child headed households and households run by grandparents
- A negative population growth rate, is affecting the sustainability of projects that are based on certain population projections

The likely effect of HIV/AIDS on the **economic systems**:

- A shift from savings to current expenditure, thus limiting fixed investment and economic growth
- Possibility of 'technological deepening' of the economy as a result of higher absenteeism rates:
- Further erosion of household savings and skills shortage, and Increased spending on pharmaceuticals and funerals

In light of the above, the agricultural sector will suffer most as it relies heavily on the availability of a physically active workforce

HIV AND AIDS

FIGURE 1: HIV AND AIDS GRAPH

	AIDS	HIV
KwaZulu-Natal	115,223	1,319,154
KZN - DC22 uMgungundlovu District Municipality	11,473	129,909
KZN227: Richmond Local Municipality	771	8,716
GLOBAL STATISTICS 2008		

The above HIV and AIDS graph shows the amount of people who are affected by HIV/AIDS from the Provincial level, District level and the Local level.

Disaster Management

The Richmond municipality has prepared a Disaster Management Plan for its area of jurisdiction which gets reviewed annually. In terms of powers and functions this function is performed by the Umgungundlovu District however the Richmond Municipality prepared its own Disaster Management Plan to be aligned with the UMDM Plan

In view of the Richmond municipality's physical characteristics in combination with the social characteristics of the area; there are a number of disasters that are likely to occur:

Flooding

The Richmond area can be described as high rainfall area and the undulating topography has resulted in a number of rivers and streams occurring in the area. Communities tend to settle in proximity to rivers and streams, mostly without due to consideration of flood lines along these water courses.

Veld and bush Fires

These occur during protracted periods of drought added by the generally dense vegetation such as sugar cane and timber plantations and invasive alien vegetation throughout the Municipal area. Sometimes fires caused considerable damage in the area

Cholera and other related diseases

The occurrence of the diseases is and as a result of the absence of potable water as well as sanitation in the rural component of the municipality. This results in the contamination of natural resources of water that is rivers and streams. These may take on disaster proportions and is specifically characteristics of the rural areas. These diseases are life threatening and require constant monitoring.

Major accidents and hazardous chemicals

The R56 is the main road arterial route to the Eastern Cape and is notorious for major accidents, especially overloaded buses, taxis and heavy trucks carrying hazardous chemicals which can spill on the road.

Disaster Management Forums:

The purpose of these forums would be to consult and coordinate actions pertaining to matters relating to disaster risk management in the Richmond Municipality.

The uMDM is expected to play a large role in the Centre as well as the Forum in terms of its responsibility within the District.

The following components, relative to disaster management, need to be addressed:

- Contingency planning
- HAZCHEM identification, identification of associated risks, the prioritisation and management thereof
- Communication and cooperation channels to be established as reaction measures to disasters

- Further details on the reviewed Disaster Management Strategy can be sourced as an Annexure of this document.

Social facilities

The geographic spread of **sports facilities** within the Richmond Municipality indicates that only certain areas have access to these facilities. Sports fields are found at Hopewell, Argosy Farm, Indaleni, KwaGengeshe, Richmond Village and Phatheni. With the exception of the sports field at Indaleni the remaining sports fields are in a poor condition. The obvious lack of multipurpose sporting facilities in all wards is also evident

The spread of **community centres/halls** is also unevenly distributed in the municipal area. Community halls are found at Hopewell, Phatheni, KwaGengeshe, Magoda, Smozomeni, Siyathuthuka, Richmond Village and Indaleni while a Thusong Center is located at Inhlazuka.

The following social services characteristics, issues and challenges impact on the further development of the Municipality and need to be taken forward in the Integrated Development Plan Process:

- The Municipal area is disadvantaged in terms of the provision of security and emergency services by public service sectors.
- Social facilities and programmes to deal with the HIV/AIDS have been developed however there is still a significant shortage of facilities to deal with this pandemic. The Municipality is in the process of establishing the local HIV/AIDS Council, the objectives and function of the council is its main objectives will be to guide and facilitate the implementation in the Richmond Municipality of The National HIV and AIDS strategic plan and other related matters, facilitate, monitor and evaluate the protection, promotion and fulfillment of the rights affected and infected persons living with HIV and IDS in the Richmond Municipal area.
- There is inadequate burial space due to the high mortality rate. In attempt to address this challenge the municipality has engaged with the district municipality to identify suitable land for the establishment of the regional cemetery. This is being addressed in the Integrated Cemeteries and Crematoria Plan that is being compiled by the District Municipality.
- Even though Municipal Infrastructure Grant by the Department of Provincial and Local Government and the Public Amenities Programme by the Department of Housing are addressing the backlog in terms providing funding for social infrastructure, the funding of operation and maintenance of such facilities is still a challenge.

B3:SPATIAL ANALYSIS

Richmond is located in the midlands of KwaZulu Natal and it falls within the Umgungundlovu District Municipality. The Municipality's boundary borders along, Ingwe Municipality, along Mkhambathini Municipality and its southern boundary along the Ubuhlebezwe and Vulamehlo Local Municipalities.

The majority of the population resides in the predominantly rural areas. The main economic activity is located in the Richmond Village. This has led to the development of the informal settlement of Bhongoza. It is assumed that persons have taken up residence due to the close proximity to the economic hub. Commercial agricultural practises dominate the land use.

Dense settlements exist around the Richmond Village, Greater Ndaleni and Hopewell. Settlements in other parts of the municipal area are sparsely scattered.

The main road linkages in the Municipality is the R56 forming a north south corridor and links Pietermaritzburg, Richmond and Ixopo. The R624 links Richmond to the south coast and the R603 to the N3 corridor. In terms of Public Transport there are eleven routes which transport passengers within and outside of Richmond. Richmond's location in terms of major transport routes and corridor development serves as a link between eThekweni and Gauteng and its location therefore creates numerous benefits and should work towards strengthening the economy of the area.

With the development of Land Use Management System and the Spatial Development Framework, it is envisaged that a clearly defined approach to development will now be enforced with land use zones identified and clearly targeted in terms of development.

The most significant areas of relative need are the traditional areas, which are characterized by few employment opportunities, inadequate services and poor agricultural potential. There are some exceptions, as well as wide disparities between the service levels and degree of accessibility of different rural settlements in these areas.

Environmental Realities

The key environmental issues facing the Municipality could be summarised as follows:

- Extensive monoculture substantially reduces bio-diversity i.e. the diversity of animals and plant lives which naturally occur in environmentally sensitive areas are severely impacted on with the destruction of natural habitats. In the case of timber the planting of exotics further worsens the impact in this form of agriculture.
- The burning of sugar cane causes both visual and chemical pollution of the air and the use of fertilisers and in some cases pesticides can result in both water and air pollution respectively.
- The conflict between conservation and the survival needs of rural and urban communities needs to be considered. Communities are dependent on natural resources for survival which often places them in conflict with conservation authorities.
- Overgrazing due to farming techniques and lack of available land for grazing purposes.

- Encroachment of commercial farming activities on drainage areas and waterways impacts negatively on the rural water management system of the area.
- Lack of funding for environmental management programmes and projects.
- Lack of funding for development of the Strategic Environmental Assessment.
- The burial of people on land not specifically allocated for this purpose and the impact that it may have on groundwater in terms of the pollution and resultant communicable disease.
- The impact of high incidence of HIV/AIDS within the District contributes towards and increased need for cemetery space and suitable land for the establishment of cemeteries is scarce.

B4: INSTITUTIONAL ANALYSIS

FUNCTIONS	CAPACITY TO PERFORM
Air pollution	Environmental health which monitors the impact of air pollution is a District functions
Building Regulations	Not Adequate, due to the sharing of the Human Resource between building control and Project management Unit
Child care Facilities	Not adequate
Local Tourism	Not adequate
Municipal Planning	Adequate
Municipal Public Transport	Not applicable
Pontoons and ferries	Not applicable
Storm water	Not Adequate projects have been identified under the current financial year
Trading Regulations	Not adequately performed (Air pollution)
Beaches and Amusement facilities	Not adequately performed. No beaches in the municipal area
Billboards and the display of advertisements in public places	Adequate
Cemeteries, funeral parlours and crematoria	Not adequate, services provided in urban areas only
Cleansing	Adequate
Control of public nuisance	Adequate
Control of undertakings that sell liquor to the public	Adequate
Facilities for the accommodation, care and burial of animals	Adequate
Fencing and fences	Adequate
Licensing of dogs	Not adequate, the municipality no longer issue

	licenses
Licensing and control of undertakings that sell food to the public	Not adequate, assistant obtained from Umgungundlovu District Municipality
Local amenities	Adequate
Local sports facilities	Not Adequate
Markets	Not adequate, no markets
Municipal abattoirs	Not adequate, no abattoirs
Municipal Parks and Recreation	Adequate
Municipal Roads	Not Adequate
Noise Pollution	Adequate
Pounds	Adequate
Public Places	Adequate
Refuse removal, refuse dump and solid waste disposal	Adequate
Street Trading	Not Adequate
Street Lighting	Not Adequate, performed by ESKOM
Traffic and Parking	Not Adequate(no provision for parking)
Community Services/ Library	Adequate assigned by Public Library
LED	Adequate LED UNIT is established
Motor Licensing	Adequate assigned by the Department of Transport

B5:FINANCIAL ANALYSIS

The Richmond Municipality is a low capacity category B municipality reliant largely on grants from National and Provincial Government.

The Municipality has implemented the Municipality Property Rates Act with effect 01 July 2008 in compliance with the Local Government Municipal Property Rates Act 6 of 2004. It is anticipated that income from rates will gradually increase over the next 3 years as the relevant rate exemptions are phased out.

With the completion of the various housing projects the municipality is facing huge challenges in respect of the provision of free basic services and sustainable levels of quality service delivery.

The Municipality is currently providing free basic refuse removal to all households within the serviced areas. Free basic Electricity is being provided to all indigent households on the prepaid card system. Council also has an approved indigent policy which is currently being reviewed. The Municipality has also entered into a development agreement for a shopping complex in Richmond. Construction has been completed on municipal owned land. The Municipality is currently receiving rental income and the centre is stimulating the local economy and creating employment.

Council has approved the sale of a portion of the Municipal Commonage for the development of a golf estate. It is envisaged that this will substantially add to the Municipal rates base.

The financial system used at Richmond is ABAKUS and is found to be adequate for our needs. The following modules are run on this system: Billing, creditors, stores, ledger and advances. The credit control is as per the credit control policy. The Municipality has recently engaged the services of a debt collector. Challenges are however experienced with the outstanding debts from the various government departments. Outstanding Government debts have been reported to the National Treasury.

The Municipality has received a unqualified audit opinion from the Office of the Auditor General for the 2007 / 2008 financial year.

B5.1 INTERNAL AUDIT

Due to a lack of capacity, it was a decision of the Richmond Municipality to outsource the internal Audit function. The process of supply chain Management was followed and Moror Incorporated was appointed to undertake the Internal Audit function.

The Internal Audit has taken the scope of work as in their terms of appointment.

The Municipality Risk Strategy has been adopted and is being implemented accordingly. Inclusive therein is the audits of the various departments of the municipality. The office of the municipal Manager has developed a template to ensure that the recommendations as derived from the Internal Audit are being implemented.

Audit Committee

In compliance with chapter 14 section 166 of the Municipal Finance Management Act, No 56 of 2003 the Richmond Municipality is obliged to appoint an internal Audit Committee to fulfill the responsibilities assigned to it in terms of the mentioned legislation. The committee, by Council resolution appointed the following persons to constitute the Audit Committee: Mr. E. S. Sithole (Chair), Mr. D. Mncwabe and Mr. C Jeffrey.

The Audit Committee has, for the 2009/2010 already met thrice to consider matters as assigned, inclusive of the adoption of an Audit Committee Charter, Internal Audit Charter, as well as, acceptance of Risk Strategy and Reports compiled by Council's appointed Internal Audit Unit.

To date, the Committee is functioning optimally and will before the end of the current financial year report to the Richmond Municipality Council on the implementation of Internal Audit.

B6: INFRASTRUCTURE SERVICE

Whilst reviewing the Richmond Municipality Integrated Development Plan Review 2010/2011 in the revised format as introduced by the Department of Provincial and Local Government and as accepted by the Executive Committee of the Municipality in 2007, it has been ascertained that there are no measurable statistics available in terms of backlogs, the action to be taken to alleviate and address the backlog which would assist in meeting the Millennium Development Goals, National and Provincial Governments' targets as well as the targets to be set by the Richmond Municipality.

In order to address this, the Municipality Set of Indicators has been developed ,to address the 5 National Key Performance Areas in their order of priority. Ensuring the essential needs of the community has been met .This assist the municipality to measure progress made and to align with National and Provincial priority in Key Performance Areas interms of service delivery.(refer to annexure E)

The Integrated Development Plan process and will thereafter encapsulate the contents of the Service Delivery and Budget Implementation Plans. A draft report will be submitted with the final IDP and budget to Council.

The information will also add value to the Performance Report required from each Municipality at the end of each financial year which is required to be submitted to the MEC, Local Government and Traditional Affairs.

However on assessing current realities the following can be ascertained:

Water and Sanitation

Ward One (Richmond Village) is serviced in terms of reticulated water and sanitation; however, problems are experienced with regard to the dilapidated infrastructure and limited capacity of sewerage plant. In semi urban areas of Indaleni and Hopewell households make use of communal water standpipes and self built VIP toilets. The following problems were identified; uneven distribution of services; inadequate reticulation, water wastage and illegal connections.

According to Richmond Set of Indicators which contain the actual information from a scorecard 2009/2010,which does not colarate to the table below.The information sourced from "Statistics SA" 2007 Survey as requested by the Province.

The following table identifies households indicating percentage distribution by type of water source within the Richmond Municipality

Table 5: Percentage distribution of households by type of water source

Water Source	Census 2001	Census 2007
Piped water		
Inside dwelling	16.2%	17.8%
Inside yard	12.9%	30.7%
From access point outside the yard	19.8%	33.6%
Borehole	2.5%	1.5%
Spring	16.8%	3.1%
Dam/pool	3.3%	-
River/Stream	20.9%	11.2%
Water vendor	1.4%	-
Rain water tank	1.1%	1.3%
Other	5.0%	0.8%
Total	100.00	100.00%

Stats SA: Community Survey: 2007

In 2007, 17. 9% of households obtained their water from rivers or streams, spring, borehole, dam, pools and rain water. This will be a contributing factor towards the outbreak of cholera. It

is also indicated that 82.1% of households have access to pipe water within the Richmond Municipality

The following table indicates the percentage distribution of households by type of toilets facilities:

Table 6: Percentage distribution of households by type toilet facilities

Water Source	Census 2001	Census 2007
Flush toilets(connected to the sewerage system	12.1%	9.7%
Flush toilets with (septic tank	6.1%	9.8%
Dry toilet facility	-	14.9%
Chemical toilet	2.5%	8.4%
Pit latrine with ventilation(VIP)	6.5%	11.7%
Pit latrine without ventilation	65.5%	43.1%
None	6.4%	2.4%
Total	100%	100%

Stats S A: Community Survey: 2007

The above table indicates that there is significant progress in the delivery of Sanitation within the Richmond area.

Electricity

ESKOM is a sole distributor of electricity in the Richmond Area. Most of the households in rural areas have no access to electricity. Other alternative sources of energy such as candles; paraffin, coal etc are utilized by households without access to electricity. The lack of access to electricity is attributed to inadequate bulk supply, poor access to areas due to topography and insufficient funding.

The following tables indicate percentage of household distribution by type of energy used for lighting, cooking and heating within the Richmond Municipality:

LIGHTING	Energy Source	Census 2001	Community Survey 2007	HEATING	Energy Source	Census 2001	Community Survey 2007	COOKING	Energy Source	Census 2001	Community
		53,9	68,9		Electricity	24,1	43,1		Electricity	27,6	51,4
	Gas	0,2	-		Gas	1,3	0,4		Gas	3,2	3,7
	Wood	-	-		Wood	61,6	37,1		Wood	50,8	28,4
	Paraffin	2,0	2,5		Paraffin	9,4	12,6		Paraffin	16,4	16,5
	Coal	-	-		Coal	0,6	0,3		Coal	0,5	-
	Animal dung	-	-		Animal dung	0,3	-		Animal dung	0,6	-
	Candles	43,0	28,0		Candles	-	-		Candles	-	-
	Solar	0,3	0,2		Solar	0,4	-		Solar	0,2	-
	Other	0,6	0,4		Other	2,3	6,5		Other	0,6	-
	Total	100,00	100,00		Total	100,00	100,00		Total	100,00	100,00

Stats S A: Community Survey 2007

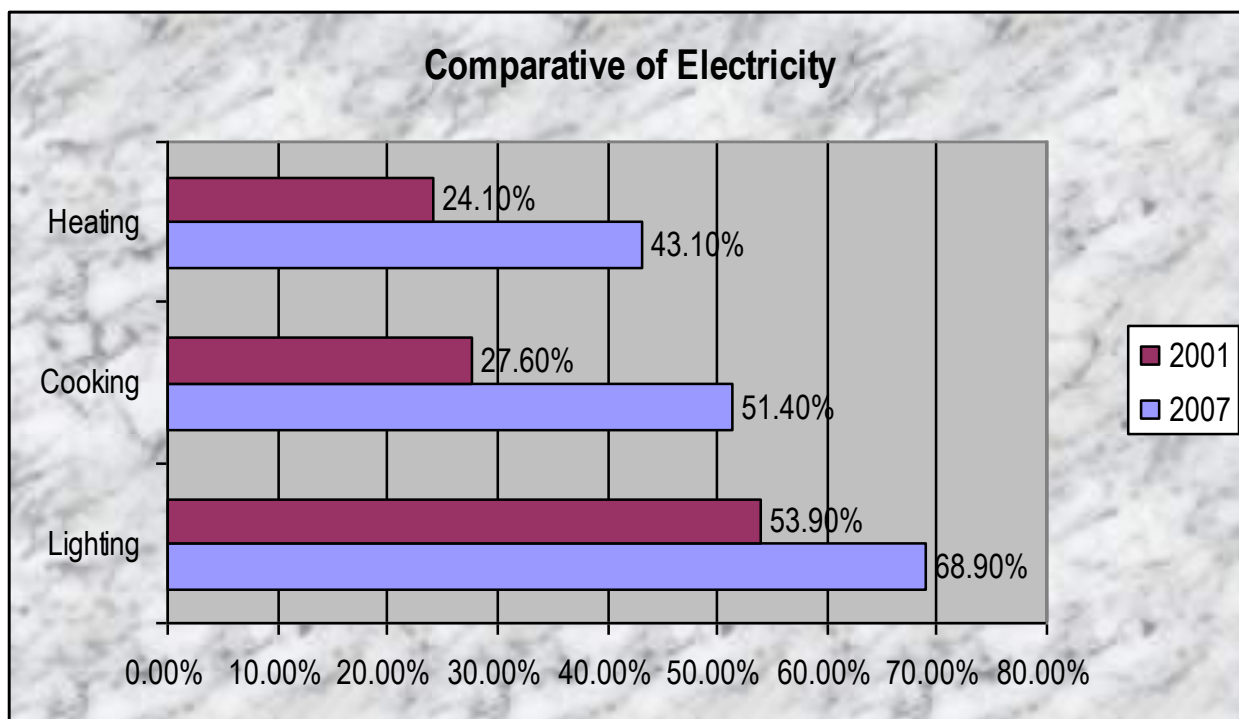


Figure 5: Household Uses of Electricity: Stats S A Community Survey 2007

The above Figure: indicates that there is significant improvement in the use of electricity in 2007 when compared to 2001 Census data. It indicates that there is an increase in the number of households having access to electricity

Waste Management

When the district wide Waste Management Plan is being formulated, the Municipality must ensure that inputs for a framework for integrated and sustainable waste management practices and must be supported by the following principles:

- The reduction of waste by encouraging prevention and minimization initiatives such as re-use and recycling
- The improvement of living environmental conditions of the community through environmental education and awareness, capacity building and cash generation for the poor through the establishment of sustainable buy-back centers
- The reduction of adverse environmental impacts of the waste produced
- To encourage the re-use of other waste types

Of great importance when assessing the backlogs identified, it is imperative on all service providers, role players, sector departments, Umgungundlovu District Municipality as well as the local municipality is to ensure that the provision of housing is coupled with the provision solid waste management.

Table 8: Percentage distribution of households by type of refuse disposal

Refuse removal	Census 2001	Community Survey 2007
Removed by local authority/private company at least once a week less often	10,7 0,7	9,3 1,1
Communal refuse dump	0,9	3,8
Own refuse dump	81,5	80,00
No rubbish disposal	6,3	5,9
Other	-	-
Total	100,00	100,00

Stats S A: Community Survey: 2007

It is clear from the Table above that only 10, 4% of households within the Richmond area have access to refuse removal service which indicates there is huge backlog in the provision of this service. Currently 100% of urban households within the Municipality are covered by a waste collection system, whilst 0% of rural households are covered. It is therefore important for the Municipality to extend the refuse removal collection to other areas within the Municipal area or to have other alternative measure in place.

Housing

Current Housing Demand

The following information has been extracted from the Richmond Municipality Housing Sector Plan prepared by First Housing Consortium. This plan has been adopted by the Richmond Municipal Council. This plan will be used for delivery of housing. Detailed information is contained in the report.

The largest proportion of the population is based in the tribal authority areas. These areas are characterized by the low level of basic services and are relatively far removed from the major employment centers. The table below provides a summary of the data collected from the 2001 census in relation to housing typologies and therefore housing demand.

	Traditional	%	Slums	%	Employment levels	%
1	Area 5	41	Area 6	46	Area 4	23
2	Area 7	23	Area 2	20	Areas 5,6	13
3	Area 4	17	Area 3	14	Areas 2,3&7	10-13%
4	Areas 2,3,6	3-8				

Based on the information captured in the 2001 census, in terms of rural need based on household types area 5: Inhlazuka, should be assisted primarily (there is an existing project in that area providing 400 units, it is therefore suggested that an additional rural housing project be initiated in the new ward 5, area of Vumakwenza) thereafter, areas 7: Patheni (currently serviced with a rural project providing 700 units) and Gengeshe, Masangazama and Mgxobelene (it is suggested that a further rural housing project be initiated in the Gengeshe

Masangazama, Mgxobelene area), thereafter area 4: Hopewell, Argosy Farm (which is currently being services by the 1600 site Argosy farm project)

While in terms of potential slums clearance or informal upgrade projects, the areas of greatest need are firstly Area 6: Indaleni, Simozomeni, Emaswazini, (Insitu Upgrade project covering 800 sites suggested for this area) Area 2: Magoda, Town lands, Ekupholeni (currently covered by the Siyathuthuka P1 (758) and P2 (1000) projects) and thereafter Area 3: Baynesfield, Byrne, Sidakeni (Insitu Upgrade project covering 400 sites suggested for this area). (Siyathuthuka Phase 2 is an active project with 1000 stands already conditionally approved by the Department which also include the Indaleni Area)

The total demand for rural housing is has been calculated at 2089, while the total demand for slums clearance or informal upgrade projects has been calculated at 2589. Therefore the total estimated demand for housing in the Richmond Municipality is (2089+2589) = **4678**

Current and Planned Housing Projects

The following projects have been approved by the MEC and are being implemented currently and have been budgeted by the Department of Housing. These projects have been budgeted for and some not. Other projects are still going through the planning stage.

PROJECTS	NO.OF UNITS	AREA	WARDS	PROJECT STATUS
Phatheni Housing Project	700	Phatheni	6	Construction Phase has commenced
Zwelethu Housing Project	120	Baynesfield	3	Construction Phase
Siyathuthuka Phase 2 Housing Project	1000	Greater Indaleni	2&6	Planning Stage
St Bernards and Amandus Hill Housing Project(Land Reform Projects)	400	Nhlazuka	7	Planning stage
Nhlazuka Housing Project	1000	Nhlazuka	5	Planning Stage
Middle income Housing	–	Richmond Village	1	Planning Stage
Bhongoza Informal Settlement	–	Siyathuthuka	2	Planning Stage
Hopewell Housing Projects	–	Hopewell	4	Planning Stage

B7: BROAD BASED COMMUNITY NEEDS

At the Mayoral Integrated Development Plan Izimbizo held in the month of September /October 2009 and previous Izimbizo, the following needs of the community were identified. At a Management Committee meeting held after the Izimbizo the information gathered at the Izimbizo was collated and the following action plan was compiled.

In regard to the current year of review priority projects were received from the Communities via Ward Committees and Councillors and the strategies, plans and programmes of the Municipality are responsive thereto.

Municipal Plan of Action – Ward 1

	COMMUNITY INPUTS	PROGRAMME OF ACTION	RESPONSIBLE OFFICIAL	DUE BY COMMENT
WATER AND SEWER	New water reservoir not being utilized. Investigate and advise accordingly	To engage with the District Municipality	S M Technical	To liaise with District
	Water tariffs. Concerns raised that the District increased their tariffs without the public knowledge.	To forward concern to the District Municipality	S M Finance	District has advised verbally that the tariff was approved by their Council
	Water meters: various properties are not being raised water accounts due to meters being faulty or stolen. District to investigate urgently	To engage with the District Municipality	S M Technical	To liaise with District
ROADS AND STORMWATER	Road marking and road signs need to be replaced urgently.	Process ongoing	S M Technical	Done
	Traffic lights,	To follow up with	S M Community	Done

	with the opening of both centers and the increase in traffic flow it is imperative that the municipality seek funding for the installation of traffic lights.	the Department of Transport with regard to letters previously sent.	Services	
	Speed humps requested on Shepstone Street, just before the bridge of Siyathuthuka Phase one.	Write a letter to DOT	S M Technical service	
	Upgrade pavements along Shepstone and Chiley Street	To be undertaken with small town projects	S M Technical	
	Speed humps on Harding street are requested.	To investigate	S M Community	
	Entrance to Richmond from the R56 needs to be upgraded.	Small Town	S M Technical	
	Shepstone Street /Caltex exit. The exit to be investigated. Drivers are cutting across the pavement	Bollards to be erected	S M Technical Services	
	Beulieu Street Heritage Site And Bhambatha Rebellion troops grave fencing	To investigate funding source	SM Finance SM Technical Services	
WASTE MANAGEMENT	A suggestion was made that the refuse bags be delivered by refuse collection gang on the day of collection of refuse.	An attempt to deliver the refuse bags to residents during collection of waste.	SM Technical	Plan to be form
	Waste collection regularly to be picked up at yards, if refuse days change.	To Instigate	S M Technical	ongoing

	Please can residents get notices before hand.			
	There is an illegal dumping site at corner Benjamin and Hawkins.	To Investigate	S M Community Services	
	The community of Siyathuthuka Phase 1 to be educated on waste and refuse receptacles installed or alternative refuses collection method.	To investigate with the 2011 budget	SM Technical/Finance Services	
	Dump tickets, review costs and maybe introduce a receptacle in town for the dumping of garden refuse.	To liaise with District.	S M Finance and S M Technical Services	
INFRASTRUCTURE	Sport complex with a multi-purpose centre and indoor facilities.	Liaise with district municipality and MIG for financial support.	S M Technical	
	Drivers testing centre	Source funding	SM Community Service	
	Long distance taxi rank	Source funding	S M Technical	
SOCIAL FACILITIES	Church street sports ground to be upgraded.	infrastructure project to be presented to relevant portfolio committee for prioritizing	S M Technical	
	The Memorial Hall needs new curtains, lights, air conditioning new flooring and	To be included into building and maintenance plan 2010/2011	S M Technical	

	ventilations to be replaced. Please try and extend the hall for bigger space.			
	Establishment of a drop in centre to cater for HIV	To liaise with Department of Social Development	S M Community	
	Kwanaloga Games and Funding, needs control and responsible people. Please involve ward one.	Liaise with Community Department	S M Community	
ECONOMIC DEVELOPMENT AND LAND ISSUES	Council needs urgently to bring development into Richmond to create employment and improve economic development	Establishment of an LED Unit and suitably capacitated	S.M Corporate Services	
	Council to draw up a list of Council owned vacant land in the village and review proposals to develop or sell vacant land.	Make a submission to the MEC According to the MFMA Municipality cannot give away land	Office of the Municipal Manager	
MISCELLANEOUS	The Municipality needs to budget to be member of Fire association. Budget can be sourced from UMDM	Implemented	S M Community	Done

Municipal Plan of Action – Ward 2

	COMMUNITY INPUTS	PROGRAMME OF ACTION	RESPONSIBLE OFFICIAL	Due By Comment
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WATER AND SANITATION	Water shortages at the standpipes. Household taps be installed. Distances between standpipes from household are too long	District Municipality have been notified	S M Technical	
	Sanitation for the whole ward including Siyathuthuka phase one problems	District Municipality and Dept. of Settlement have been notified	S M Technical/Community Services	
	Indaleni Cuba: Water issue	District Municipality have been notified		
INFRASTRUCTURE	Request for a FET College within Richmond area	To liaise with the Department of Education	SM Community Services	
ROADS AND STORMWATER	The passages are narrow and difficult to walk through in most part of the ward including Siyathuthuka roads are not in good condition and bridge.	To source funding	S M Technical	
	The ward committees are requested to be more active by informing the community timorously about meetings	To liaise with Ward Councillors	SM Corporate Services	
	Two ramps are required on main road Menziwa	To liaise with Department of Transport	SM Technical Services	
	Hall and sportfield is requested at Maswazini	To Investigate	SM Technical Services	
	Passages at Fibre Cemetery and no. 4 road	On going	SM Technical Services	
	Street Lights not	To liaise with	SM Technical	

	functioning	ESKOM	Services	
	Electricity infill	ESKOM	SM Technical Services	
	Siyathuthuka Creche and Bus shelters are requested	In process	SM Technical /CommunityServices	
	There is an illegal dumping site at Maswazini,request for refuse collection.	Subject to the availability of funding	SM Technical Department/Finance Department	
	Bhongoza Settlement –Slum clearance	Approval received from Methodist Church, submission has been done to MEC we are awaiting an approval from MEC	SM Community Services	
Social Related Issue	Assistance is requires for orphaned children who's parents have HIV/AIDS and has passed.	Noted	SM Community Services	
	Fibre Cemetery grounds	District Municipality has a located budget for 2010/2011	SM Community Services	

Municipal Plan of Action – Ward 3

	COMMUNITY INPUTS	PROGRAMME OF ACTION	RESPONSIBLE OFFICIAL	Due By Comment
WATER AND SANITATION	The existing water pump at Mzinolovu is costly to maintain. Municipality is requested to assist.	The letter to be forwarded to UMDM	S M Technical	
	Richmond Municipality to negotiate with Mondi to release water for Mzinolovu area	The letter to be forwarded to UMDM	S M Technical	
	Roselands Farm, Jeke, Moyeni-Sanitation	The letter to be forwarded to UMDM	S M Technical	
	Mtunzini Water	Liase with	S M Technical	Done

	Project	UMDM		
INFRASTRUCTURE	Road Linking Gengeshe, Impendle, Elandskop Mafunza and Incwadi areas to be upgraded.	infrastructure project to be presented to relevant portfolio committee for prioritizing	S M Technical	Done
	Roads at Qolintaba, Moyeni, Mgxobeleni, Jeke	Roads maintenance needed from the municipality and Dept. of Transport (D188)	S M Technical	Done
	Streetlights at Gengeshe required.	Liaise with ESKOM	S M Technical	Done
	Farm Housing electrification at Roselands Farm	Liaise with ESKOM	S M Technical	Done
	Mgxobeleni , Moyeni Electrification	Liaise with Eskom	SM Technical	Done
	Mtunzini Electrification	Liaise with Eskom	SM Technical	Done
	Community Halls for Moyeni , Mgxobeleni are requested	Subject to the availability of funding	SM Technical/Finance Deptment	
SOCIAL SERVICES	Additional classrooms required at Nelsrus Farm School	Liaise with Department of Education and Public Works	S M Community Services/F	
	Sports field at Mzinolovu to be upgraded	Ongoing	S M Technical	
	The Municipality to assist or advise the Umzinoluvu community on how best they can utilize their buildings	Matter to be investigated	SM Community Services/LED and Corporate	
	Masifundisane programme	To liaise with the Dept. of Education	SM Community Services	Done
HOUSING	The Municipality to assist in the provision of farm dwellings housing in the Baynesfield Estate area.	Zwelethu Project is ongoing around Ward 3 area	S M Community Services	

LAND	Additional land required at Mzinolovu for grazing.	Ascertain the correct the needs of community in terms of grazing land	S M Community Services	
	The Richmond Municipality to assist the farm dwellers to utilize land.	Ascertain the land for correct needs	S M Community Services	
ECONOMIC DEVELOPMENT	Assistance to Co - operatives to be included in the Integrated Development Plan	To ensure the needs of co-operatives are included	S M Corporate Services	
	Richmond Municipality not represented at the Umgungundlovu Secondary Cooperatives Forum.	To be investigated	S M Corporate Services	

Municipal Plan of Action – Ward 4

	COMMUNITY INPUTS	PROGRAMME OF ACTION	RESPONSIBLE OFFICIAL	Due By Comment
WATER AND SANITATION	To please maintain and monitor water meters, water pumps are not functioning well.	Follow up letter to UMDM	S M Technical	
	The Municipality to provide water tankers during crisis	Ongoing	S M Technical	
INFRASTRUCTURE	Shelter to be provided at the Taxi Rank	Project is being implemented please see Hopewell Taxi Rank	S M Technical	
	Request for gravel roads to be tarred, there is too much dust.	Done although relevant follow up to be made with DoT	SM Technical	
	To establish access points for all dwellings	To liaise with community in terms of	SM Community	

		allowing access of dwellings which share entrances Education of community and to, within budgetary constraints, reinstate survey pegs.	SM Technical – Town and Regional Planning	
	V -drains Blocked	Project to be implemented	S M Technical	
	Put Speeds humps on the Main Road.	Liaise with DoT to construct same within budgetary provision	S M Technical	
SOCIAL SERVICES	The existing hall at Hopewell is not utilized. The hall to be taken over by the Municipality	The matter to be brought to the attention of Council and to be considered with the review of the Tariff of Charges. Cognizance must be taken of the different usages of community halls.		
	Community Hall at Hopewell (Ensongweni) and Sports ground at Argosy Farm.	See above		
	Sports field is required. The land that was used for vegetable gardens is suitable for the construction of the sports field.	To investigate the establishment of a sportsfield within budgetary constraints	SM Technical	
	Existing sports field at	This will be considered	SM Technical	

	Hopewell to be fenced	dependent on the establishment of a new sportsfield – the municipality cannot establish 2 sportsfields		
INFRASTRUCTURE	Bus Shelters and satellite Police Station is requested	Bus Shelter – to be considered subject to availability of budget provisions Communicate with Thornville Police Station to increase visibility in Hopewell area	SM Technical SM Community – CPF meetings	
HOUSING	Housing remains a priority at Hopewell. The Municipality is requested to speed up the process.	Liaise with Department of Housing	SM Community Services	
LAND	Suitable land for cemetery to be identified for argosy and Hopewell	Liaise with UMDM	SM Community Services	
	Agricultural land is requested for farming.	Liaise with department of land affairs in conjunction with the department of agriculture	SM Corporate – LED	
	The grazing land to be identified	Liaise with Department of Agriculture	SM Community Services	

LED	Youth development is required in the area.	Letter to DED requesting assistance – to be included with the operation of the LED unit	SM Corporate Services – LED Unit	
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Municipal Plan of Action – Ward 5

	COMMUNITY INPUTS	PROGRAMME OF ACTION	RESPONSIBLE OFFICIAL	Due By Comment
WATER AND SANITATION	No water at Mpofana. The Municipality is requested to monitor the delivery of water tankers.	Done		
	Stand pipes are too far from households.	Matter discussed with uMDM, community steering committee – matter receiving necessary attention	SM Technical	
	Water Engines are too small, there is not enough water pressure	Liaise with District Municipality	SM Technical	
INFRASTRUCTURE	Roads constructed by the Department of Transport (DOT) not up to standard at Skheshini and Matikana areas.	Done – follow up to be made with the relevant department	SM Technical	
	Bridge crossing the river to be constructed (Malizayo)	To communicate requirements of community with DoT	SM Technical	
	Request for a bridge at Mahlavini over the Ullovu River.	Letter has already been written to the DoT – follow up will be made	SM Technical	
	Rehabilitation of gravel road at	Liaise with DOT	SM Technical	

	Osuthu.			
	Contact No for DOT to report damaged roads.	To give contact number to the community and to place contact numbers of all sectors departments at the Inhlazuka Thusong Service centre	SM Technical and SM Community	
	Access road at Malizwayo School and Fundani School needs to be repaired	To be followed	SM Technical Services	
	Existing sports fields to be upgraded at least three areas to be identified. Malizayo, Bulawayo and Mpofana	Include in MIG Priority List – awaiting registration and to be prioritized accordingly	SM Technical	
	The SAPS offices at the Inhlazuka Thusong centre not fully occupied. The centre manager to assist in this matter.	Met with relevant officials with the SAPS – agreement has been reached that Illovo Police Station to assume responsibility	SM Community and Manager: Thusong Centre	
	Blacktopping P115 and D158	Letter has been forwarded Department of Transport to prioritize the project in sector plan – relevant follow up to be made accordingly.	SM Technical	
	Community Hall at Mshibane	Include in MIG priority list	SM Technical	
	Cultural Village at Ezulwini	Liaise with Department of Arts Culture and Tourism	SM Corporate Services and LED	
	FET College	Liaise with FET College	SM Community	
	Nkumane	Include in MIG	SM Technical	

	Community Hall	Priority List		
	Gqula Creche	Rebuilt		
	Housing at Machobeni	Address in Housing Sector Plan	SM Community	
	Low level crossing at Malizayo	Include in MIG Priority list	SM Technical	
	Bus Stop shelters	In progress	SM Technical	
	Mngeneleni school Sports ground	Liaise with Department of Education and Public Works	SM Technical	
	Community hall at Shiyampahla	Include in MIG Priority list	SM Technical	
	Mthombolwazi school sports ground	Liaise with Department of Education	SM Technical	
	Request for fencing of agricultural crops	Liaise with Department of Agriculture	SM Corporate – LED Unit	
	Nompofane road upgrading	Under construction - MIG	SM Technical	
	Imbo Tourism	Liaise with Department of Arts Culture and Tourism	SM Corporate – LED Unit	
	Access roads at Ngwegwe and other areas – Look at moving to INhlazuka	To be included in roads Maintenance programme subject to prioritization to be finalized with Ward Councillor in consultation with Ward Committee	S M Technical	

Municipal Plan of Action – Ward 6

	COMMUNITY INPUTS	PROGRAMME OF ACTION	RESPONSIBLE OFFICIAL	Due By Comment
WATER AND SANITATION	In winter there's a water problem. Please organize drainage systems rain water travel all the way to their	Communication has been forwarded to uMDM	S M Technical	

	homes. People cannot afford to pay for water metres.			
	Specifications for construction of toilets to be same in all areas.	Liaise with District Municipality to standardize the construction of water and sanitation facilities	S M Technical	
	Request for bus shelters, sidewalks at Slahla	To be considered at the identification of projects under MIG and is subject to the availability of funding	SM Technical	
	Roads from Mkhobeni to store needs maintenance. Widening of roads into Slahla community hall and passages.	To be incorporated in rural roads access programme – prioritization to be finalized with Ward Councillor in consultation with Ward Committee	SM Technical	
	Mkhobeni Bridge	To liaise with DOT	SM Technical Services	
SOCIAL AND ECONOMICAL ISSUES	There is an illegal dumping site at Slahla passage 13.	To be investigated and the appropriate action taken by the responsible official	SM Community	
	Train and development of unemployed people especially youth	To follow	SM Corporate Services	
	Maintain Streetlights in Slahla.	Streetlights requiring maintenance to be identified and Eskom to be engaged to be maintain within budgetary provisions	SM technical and CFO Ward Councillor and community to assist with identification of streetlights	

	Phatheni Electricity infills (30)	Letter already forwarded to Eskom to address matter accordingly	SM Technical Services	
	New sound system for loud hailing	To follow	SM Community Sevices	
	Request for chairs, electricity, tiles and toilets at the Phatheni Community Hall. Request Not to pay the halls for funeral use.	Issues to be considered upon the finalization of the construction of the Phatheni Sportsfield. Cost of hall usage to be considered by Council on consideration of the tariff of charges in order to mandate the MM accordingly.	SM: Technical Office of the Municipal Manager	
	Please complete the Phatheni sport field and the smozomeni sportfield.	Construction of both sportsfields to be complete by the end of the 2009/2010 financial year – concerns of the community have been noted	SM Technical	
	The Municipality to identify land for projects at Slahla e.g. land for vegetable gardens and other small businesses.	Consult with Department of Agriculture and Land Affairs Small business units to be included with the Public Amenities project LED Projects to be addressed accordingly and land solicited from Ingonyama trust	SM Corporate = LED Unit	
	Dangerous Electrical cable to be elevated, along the side of the road in Phatheni	To liaise with Eskom accordingly	SM Technical	

	area.			
	Grazing land and fencing of fields(Phatheni)	To consult the Department of Agriculture	SM Community Services	
	Rehabilitation of Stebhisi School	To Liaise with Dept of Education	SM Community Services	
	Training for ward committee and projects committees(Phatheni)	Awaiting finalization of Ward Committee policy – appointment of consultant	SM Corporate	
	Employment especially for youth.	To be included in LED programmes	SM Corporate – LED Unit	
	Small Businesses Training (Phatheni)	To be addressed with LED programmes	SM Corporate Services – LED Unit	
	Establish programmes and projects for paraplegic people	To be investigated	SM Community Services	
HOUSING	Housing remains a priority, it is requested the speeding up of the process at Slahla area and request for old age home for elders.	Housing issues addressed in Housing Sector Plan Feasibility study in terms of the establishment of the Old Age Home to be undertaken	SM Community	

Municipal Plan of Action – Ward 7

	COMMUNITY INPUTS	PROGRAMME OF ACTION	RESPONSIBLE OFFICIAL	Due By Comment
WATER AND SANITATION	To please maintain and monitor water meters	To inform uMDM accordingly	SM Technical	
	Water and sanitation needed at Last quit Farm, Smith foods Farm and surrounding	Project has already commenced – continuous liaising with	MM SM Technical Services	

	farm areas – farmers not allowing development on farms to assist community residing on farms	relevant persons to continue		
ROADS	Request of gravel roads to be tarred at the Magoda area where tarred road ends. It is difficult for taxis to get in.	To be considered with rural roads project – subject to budgetary constraints	SM Technical	
	Mkhobeni bridge to be maintained. Please rehabilitate the Rhuwanda bridge.	Liaise with DoT to construct	SM Technical	
	Access road to Rhuwanda and school to be maintained.	Noted		
	BMX track project	Going on	MM office and Richmond Business forum	
LAND	Grazing land is required by the community	Liaise with Dept of Agricultural	S M Technical	
	Existing Cemetery to be fenced. Please control cemetery grounds, farm dwellers are intruding.	To advise uMDM to include in Regional cemetery	S M Technical	
	Existing cemetery is running out of space. The Municipality to look for an alternative land for cemetery. Preferable land next to the plantations where there is an existing sports field.	Liaise with District Municipality	S M Technical	
	Electricity for farm dwellers.	Liaise with the Richmond	MM SM Technical	

	Streetlights are requested to minimize crime during night time.	Agricultural Society and Eskom	Services	
	Town lands cemetery requires maintenance	To be undertaken subject to budgetary provisions in maintenance budget	SM Technical	
SOCIAL SERVICES	Creche at the Magoda area	Liaise with Social Development	SM Community	
	Request for mobile clinic to operate from the Magoda Community hall.	To ascertain dates required for usage	SM Community	
	Free use of the hall for NGO's and CBO's	Subject to Council consideration with the review of the tariff of charges	Municipal Manager	
	Employment opportunities Bring back one home one garden projects. Traffic cops to patrol at the main road going to Magoda	To follow	SM Community Services	
	Meeting to be at least on weekends between the officials and community. Councillor ,ward committee and community to have regular meetings.		Councillors	
	Youth Development Youth needs to be well informed about RSDI. Sport and recreation needs to be more active. Paraplegic sanitation needs			

	to be considered			
HOUSING	Housing project to speed up.	Noted		

B8:CONCUSSION :INTEGRATED DEVELOPMENT PLAN CHALLENGES

On analyzing the information contained herein and what is available together with the delivery of priorities against national, provincial and local targets, it is evident that there are significant imbalances within the municipality. There is also a short-term approach to addressing the needs or challenges faced which is focused on compliance as opposed to sustainability in terms of a developmental government.

The imbalances and challenges can be summarized as follows:

- ❖ Operational, implementation and detailed project planning did not materialize in the most part of the past financial year coupled with solving immediate challenges instead of proper planning with budget availability for implementation
- ❖ Financial viability – implementation and operational planning within the Municipality's context and capacity is a cause of concern.
- ❖ Local economic development and associated potential was never explored due to limited funding availability and capacity
- ❖ Issues relative to socio-economic, infrastructure, economic, spatial and housing and issues relative to social facilities and services need to be addressed as these are key to the long-term economic viability of the Municipality
- ❖ The provision of water, sanitation, electricity and good road networks (accessibility) is a priority for rural areas
- ❖ The HIV/AIDS pandemic and its impact on the demographics locally, at a district level, regionally and provincially
- ❖ Management of investor risk
- ❖ In observing the challenges, it is necessary to consider possible interventions, such as:
- ❖ Linking with the relevant government departments, sector departments, stakeholders and non-government organisations together with internal arrangements for the continued roll-out of an HIV/AIDS programme
- ❖ Providing the necessary facilities that would create an environment where people can meet their basic needs and improve their quality of life

- ❖ Implementing more appropriate land use management by applying the LUMS thereby ensuring that development occurs in a formal manner once it has been adopted on the current financial year.
- ❖ Agriculture needs to be promoted to create downstream investment opportunities
- ❖ Creating an enabling environment to stimulate investment interest and confidence and maintain the momentum created.
- ❖ Continued financial management and discipline thereby ensuring a financially viable municipality

Formulating and implementing a programme for the effective identification and utilization of external funding sources for the successful implementation of projects and programmes

SECTION C: DEVELOPMENT STRATEGIES

1.

INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION

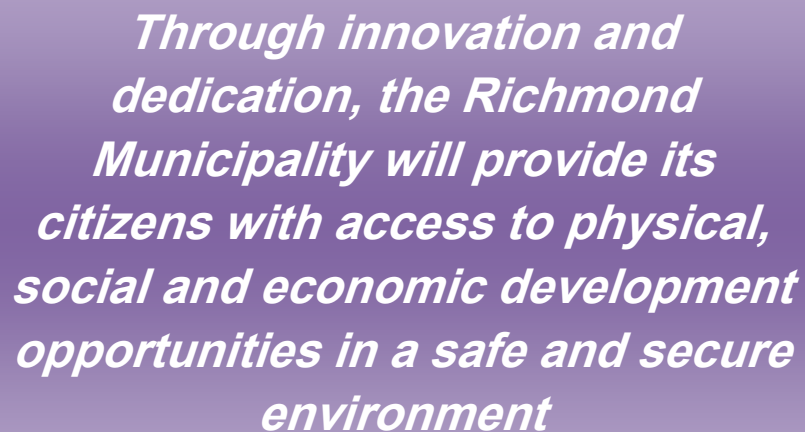
To realize the Vision and to ensure sustainable growth within the municipality in accordance with its priorities aligned to national and provincial targets, the following strategies and objectives

seek to unravel some of the key challenges which, if not adequately addressed will have an adverse impact in terms of improving the well being of the residents and on which the details of the key performance areas were expounded on and on which the plans, programmes and projects of the municipality are based.

The development strategies of the Richmond Municipality are developed and structured according to the 5 (five) National Key Performance Areas of the FIVE YEAR LOCAL GOVERNMENT STRATEGIC AGENDA.

- Basic Service Delivery and Infrastructure Development
- Social and Local Economic Development
- Good Governance and Public Participation
- Municipal Transformation and Institutional Development
- Municipal Financial Viability and Management

RICHMOND'S VISION – 2015



Through innovation and dedication, the Richmond Municipality will provide its citizens with access to physical, social and economic development opportunities in a safe and secure environment

The vision, as recorded above, inspires and focuses the attention and mobilizes all residents, communities, stakeholders, politicians and officials in creating the desired future based on the implementation of projects and programmes in a sustainable manner thus creating a viable municipality focused on attaining its developmental mandate and therefore meeting the needs of all citizens in response to the requirements of legislation in that local government needs to be developmental in its approach.

On analyzing the information contained herein and what is available together with the delivery of priorities against national, provincial and local targets, it is evident that there are significant imbalances within the municipality. There is also a short-term approach to addressing the needs or challenges faced which is focused on compliance as opposed to sustainability in terms of a developmental government.

The imbalances and challenges can be summarized as follows:

- ❖ Financial viability – implementation and operational planning within the Municipality's context and capacity is a cause of concern.
- ❖ The restricted implementation of Local economic development and associated potential due to limited resources (personnel and funding) has resulted in retarded economic development
- ❖ Issues relative to socio-economic, infrastructure, economic, spatial and housing and issues relative to social facilities and services need to be addressed as these are key to the long-term economic viability of the Municipality
- ❖ The provision of water, sanitation and electricity are non-core functions of the Municipality however remain a priority in rural areas
- ❖ The neglected access roads has resulted in a huge backlog in the provision of accessible road networks and accessibility in the rural areas
- ❖ The HIV/AIDS pandemic and its associated repercussions have impacted negatively on the demographics locally, at a district level, regionally and provincially
- ❖ Limited enabling actions to ensure that investment opportunities remain viable and sustainable

INTERVENTIONS TO ADDRESS CHALLENGES IDENTIFIED

HIV/AIDS

- ❖ Establishment of HIV/AIDS Council chaired by Madam Deputy Mayor, that links the relevant government departments, sector departments, stakeholders and non-government organisations for the continued roll-out of an HIV/AIDS programme. The aforementioned includes the education of community members.
- ❖ Facilitate the provision to afford the community access to the necessary facilities in order to add value in terms of basic needs and information (Thusong Service Centres, Mobile Clinics, Drop-In Centres, Pension Paypoints, etc)
- ❖ Formalising the development of identified industrial and commercial properties thereby ensuring the management of an integrated and co-ordinated system to address economic development and land use issues (Adoption of Land Use Management System)
- ❖ Agriculture being a core economic driver needs to be explored to promote and create investment opportunities

- ❖ The creation of an enabling environment to stimulate investment interest and confidence and maintain the momentum created. This would include the provision of an environment conducive to economic growth and ensuring the integration of the first and second economies to benefit from investment derived from the economic growth coupled with the sustainable implementation of LED programmes and projects
- ❖ Continued financial management and discipline thereby ensuring a financially viable municipality
- ❖ Formulating and implementing a programme for the effective identification and utilization of external funding sources for the successful implementation of projects and programmes
- ❖ Identification of priority projects in terms of water and sanitation to ensure that the projects receive the necessary attention and funding of the uMgungundlovu District Municipality
- ❖ Identification of priority projects in respect to electricity and ensure that Eskom identifies appropriate funding to address the backlogs
- ❖ Continued identification of priority areas through the respective established structures and the alignment of applicable funding within the Municipal budget, MIG allocation and other available funders to address the backlogs
- ❖ Review and update the Housing Sector Plan and ensure that the Department of Human Settlement is made aware of the housing challenges and to ensure that required funding is made available by the respective department. Further, need to ensure the aligned provision of internal and bulk services in respect to housing development.
- ❖ Need to ensure an integrated approach to the provision of social economic issues and facilities (Ensure sustainability of Richmond Inter-sectoral Forum inclusive of Premier's Flagship Project).
- ❖ Building institutional capacity to ensure optimized delivery
- ❖ Taking advantage of its positioning in terms of development corridors, main road linkages, the Capital City and the benefits which can be derived from the Dube Trade Port, the 2010 World Cup and associated benefits, etc

To add to the above, the following development thrusts must be considered in order to ensure that a framework is created and exists in which strategies, projects and programmes and eventually implementation can occur:

- ❖ Promotion of investment within defined nodes
- ❖ Promotion of investment in industrial hubs coupled with the possible introduction of incentives to attract and maintain investor confidence
- ❖ Introduce and undertake skills development and maintain updated skills database incorporating the principles of EPWP and AsgiSa
- ❖ Preserve and protect the natural environment
- ❖ Establish cooperatives to increase economic opportunities in all sectors

- ❖ Release of municipal land for development
- ❖ Regularly maintain and upgrade existing infrastructure

Services provided by the Local Municipality

Capacity Assessment of Functions ~ 2006/2007 Source: MDB 2006/7 – DC Capacity Assessment Report on Municipal Functions				
Powers and Functions		Authority to perform function	Responsible Department	Capacity to Perform Function – Responsible Dept
1	Air Pollution	Yes	Community Services and Development and Planning	Strategic Manager: Community Services and Development and Planning
2	Building Regulations	Yes	Technical Services	Manager: Estates and Works
3	Child Care Facilities	Yes	Community Services Department	Strategic Manager
4	Electricity Reticulation	No	(Performed by Eskom)	
5	Fire Fighting	No	(Performed by uMgungundlovu District Municipality)	
6	Local Tourism	Yes	Corporate Services (Including uMgungundlovu District Municipality)	Strategic Manager: Corporate Services
7	Municipal Airport	No		
8	Municipal Planning	Yes	Technical Services	Manager: Development and Planning
9	Municipal Health Services	No	(Performed by uMgungundlovu District Municipality)	
10	Municipal Public Transport	Yes	Community Services	Strategic Manager: Community Services and Manager: Protection Services
11	Pontoons and ferries	Yes	Technical Services	Manager: Estates and Works
12	Stormwater	Yes	Technical Services	Manager: Estates and Works

13	Trading Regulations	Yes	Community Services	Strategic Manager: Community Services
14	Water (Potable)	No	(Performed by uMgungundlovu District Municipality)	
15	Sanitation	No	(Performed by uMgungundlovu District Municipality)	
16	Beaches and amusement facilities	Yes	Technical Services	Manager: Estates and Works
17	Billboards and the display of advertisements in public places	Yes	Technical Services	Manager: Estates and Works and Manager: Development and Planning

Services provided by the Local Municipality (Cont'd)

Powers and Functions		Authority to perform function	Responsible Department	Capacity to Perform Function – Responsible Dept
18	Cemeteries, funeral parlours and crematoria	Yes	Technical Services	Manager: Estates and Works
19	Cleansing	Yes	Technical Services	Estates: Works and Estates
20	Control of public nuisances	Yes	Technical Services	Estates: Works and Estates
21	Control of undertakings that sell liquor to the public	Yes	Technical Services	Estates: Works and Estates
22	Facilities for the accommodation, care and burial of animals	Yes	Community Services	Strategic Manager: Community Services
23	Fencing and fences	Yes	Technical Services	Estates: Works and Estates
24	Licensing of dogs	Yes	Community Services	Manager: Protection Services
25	Licensing and control of undertakings that sell food to the public	Yes	Community Services	Manager: Protection Services
26	Local amenities	Yes	Technical Services	Estates: Works and Estates
27	Local sport facilities	Yes	Technical Services	Estates: Works and Estates
28	Markets	Yes	Community Services	
29	Municipal abattoirs	Yes	Community Services	Strategic Manager: Community Services
30	Municipal parks and recreation	Yes	Technical Services	Estates: Works and Estates
31	Municipal Roads	Yes	Technical Services	Estates: Works and Estates
32	Noise pollution	Yes	Community Services	Strategic Manager: Community Services

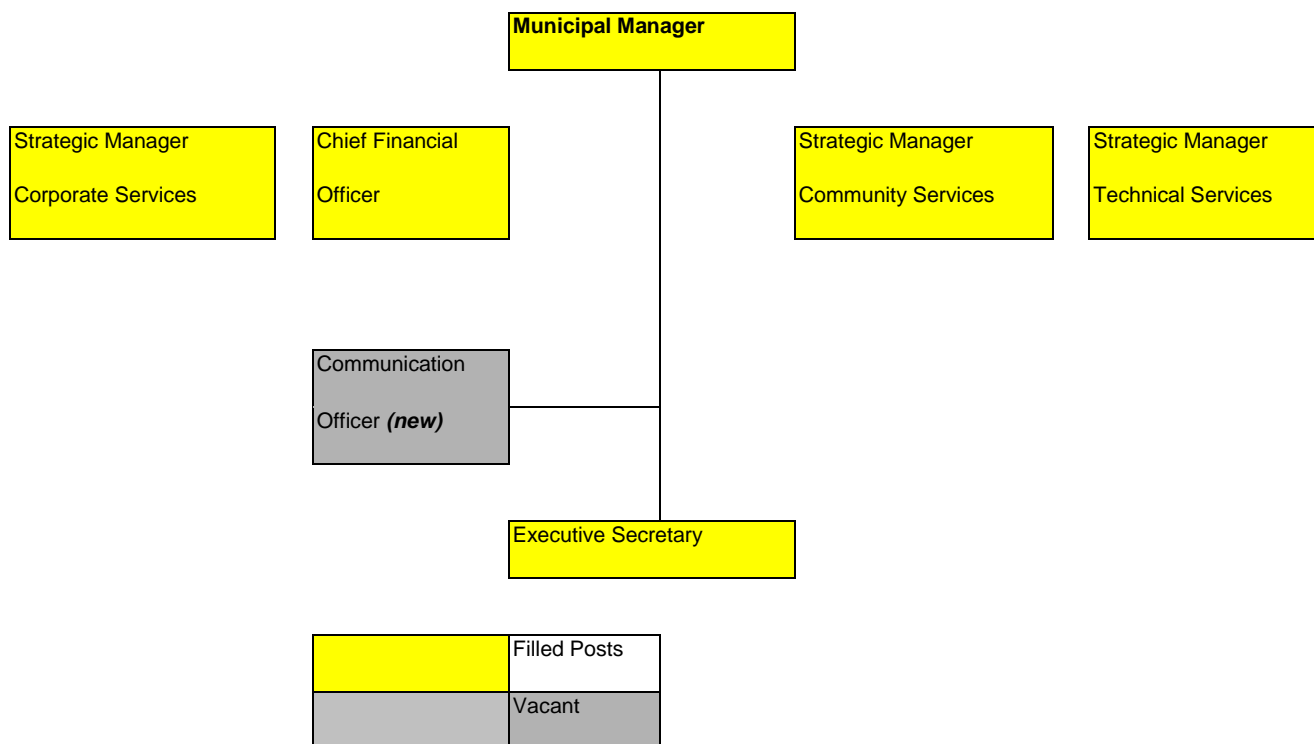
33	Pounds	Yes	Community Services	Manager: Protection Services
34	Public Places	Yes	Technical Services	Estates: Works and Estates
35	Refuse removal, refuse dump and solid waste disposal	Yes	Technical Services	Estates: Works and Estates
36	Street Trading	Yes	Community Services	Manager: Protection Services
37	Street lighting	Yes	Technical Services	Estates: Works and Estates
38	Traffic and Parking	Yes	Community Services	Manager: Protection Services

Additional Functions Performed

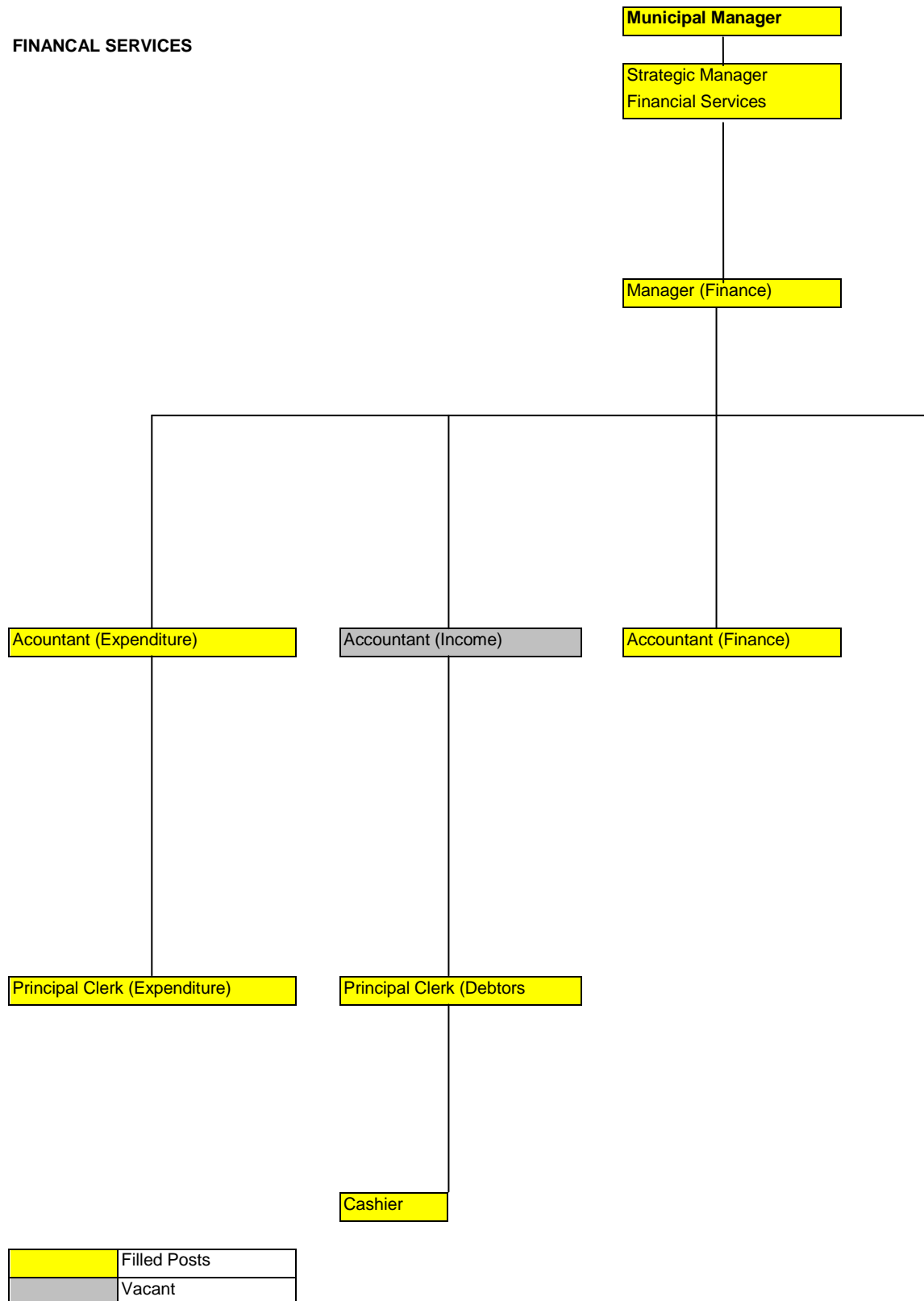
Function	Assigned by
Community Services / Library Services	Historical Function (public library)
Pauper Burials	None
LED	Province / National (LED)
Motor Licensing	Department of Transport

Organizational Structure

The Macro Organisational Structure of the Municipality is as follows:

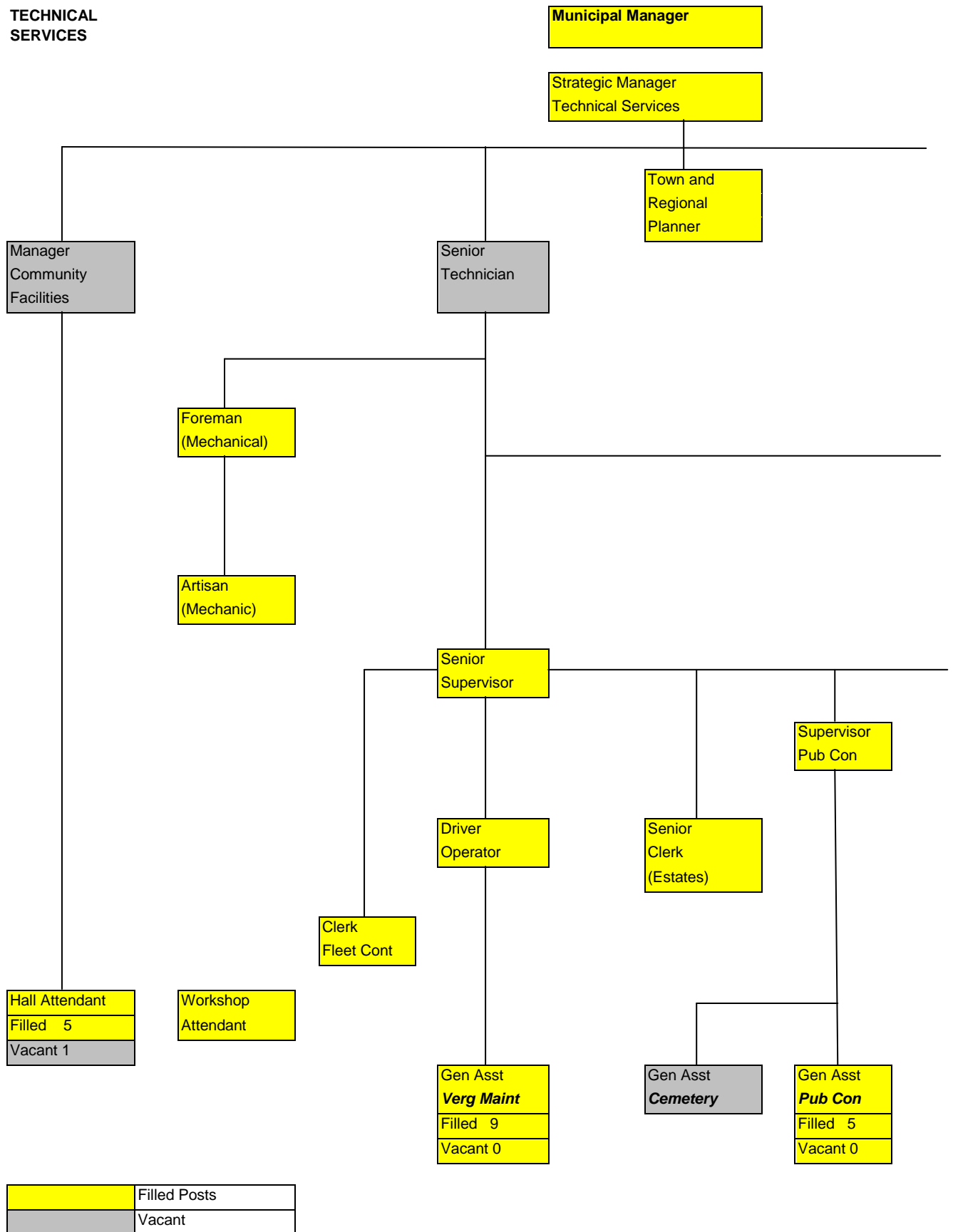


FINANCAL SERVICES

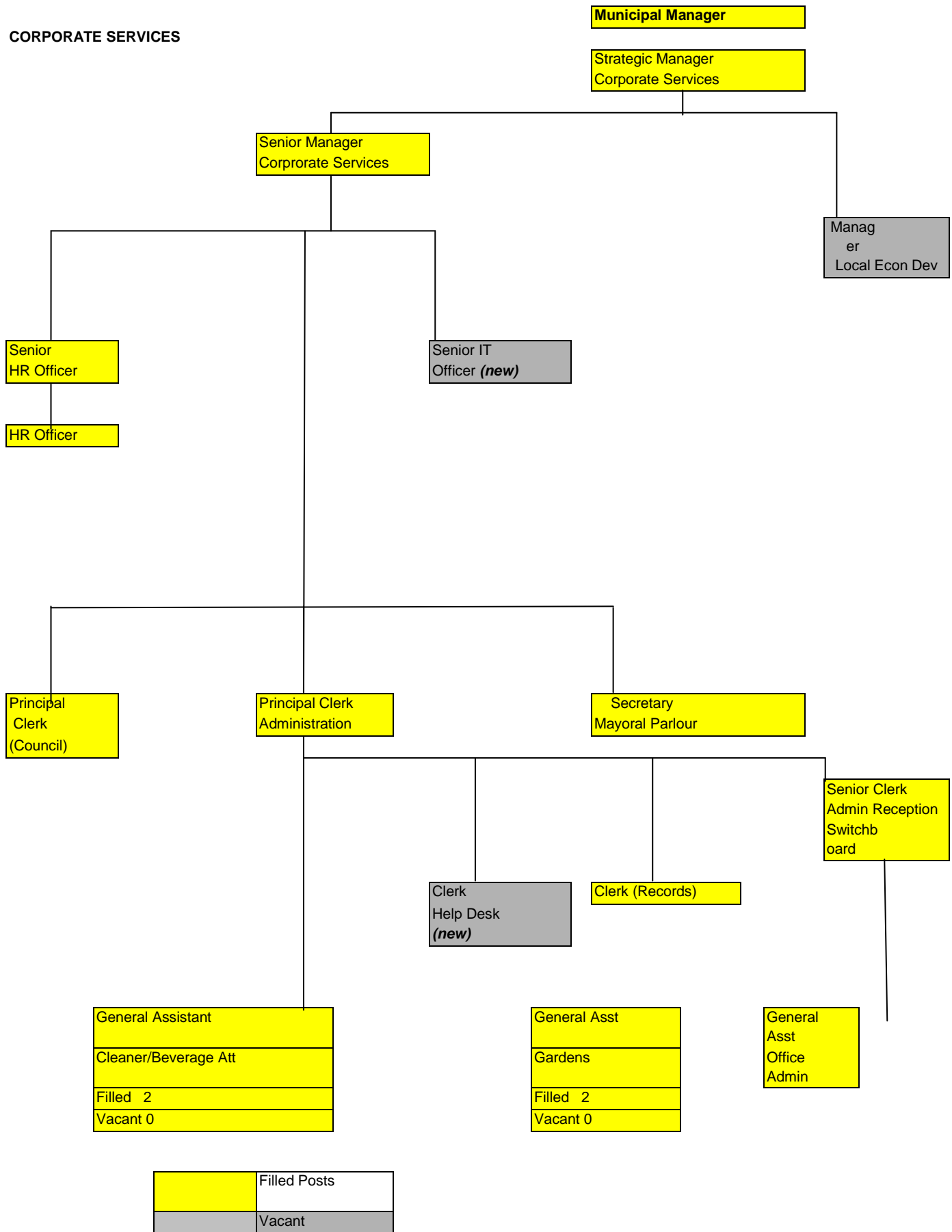


	Filled Posts
	Vacant

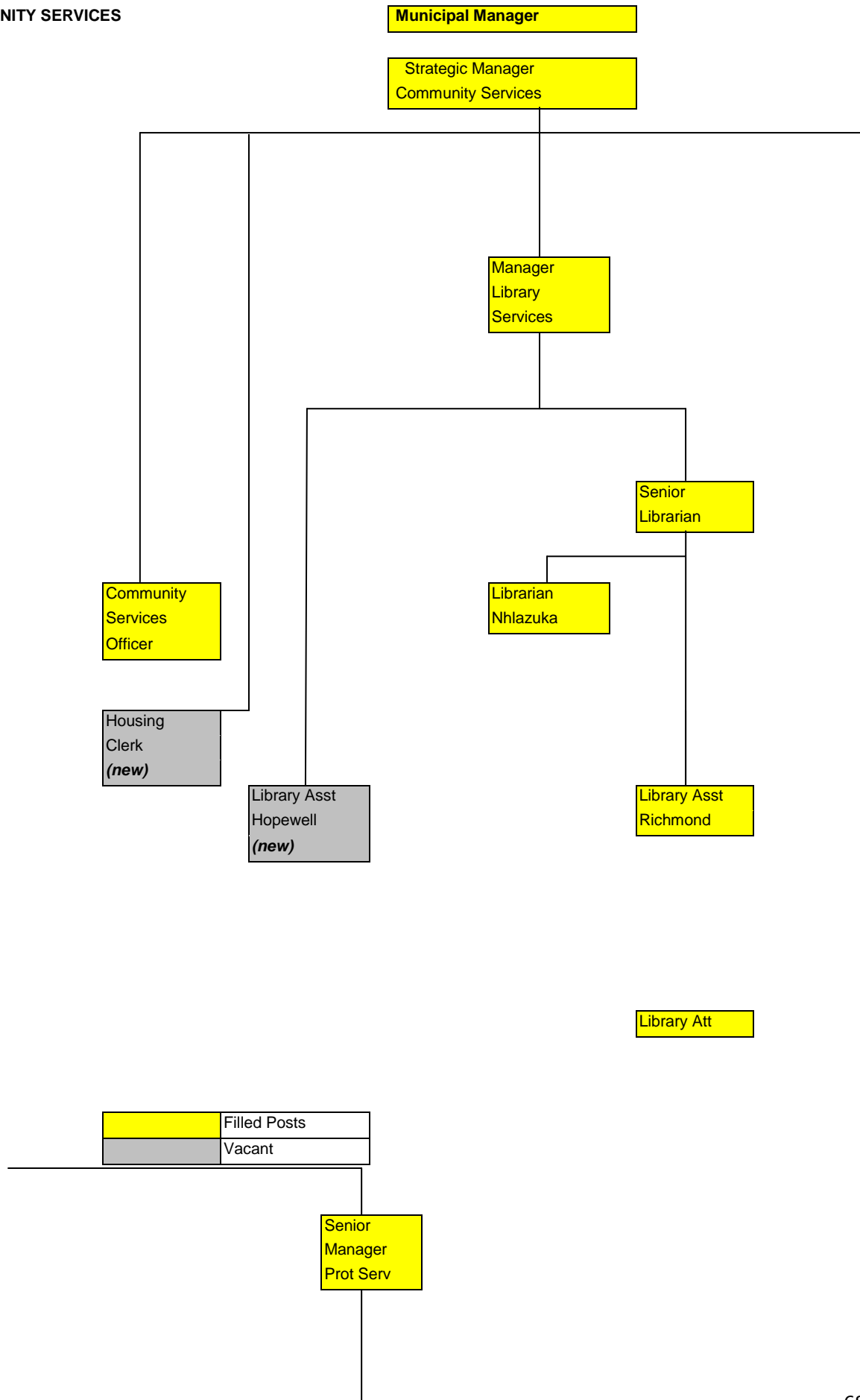
**TECHNICAL
SERVICES**

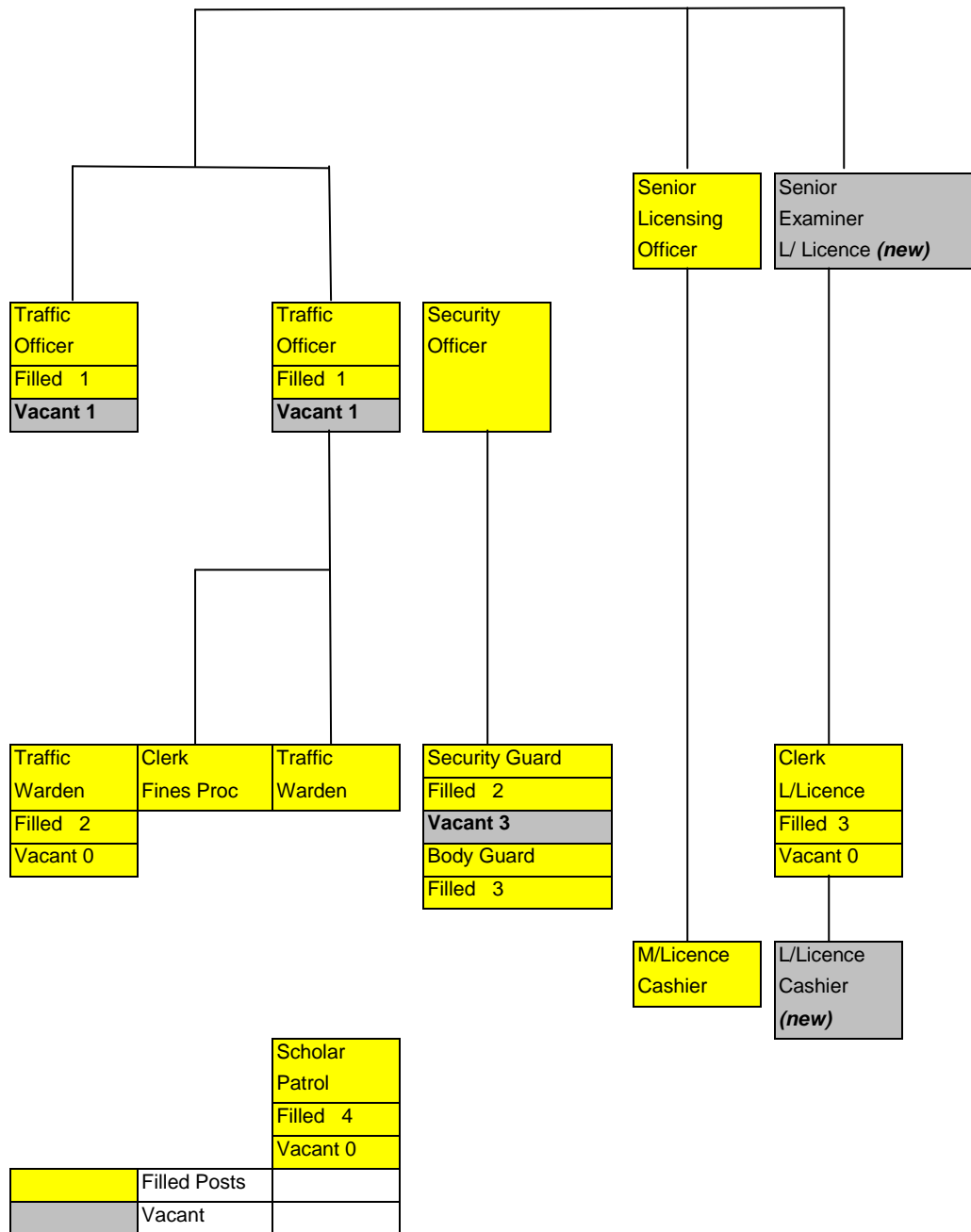


CORPORATE SERVICES



COMMUNITY SERVICES





Section 57 positions have been filled including the Municipal Manager position

DEPARTMENT	PERMANENT STAFF	SECTION 57	CONTRACT STAFF	OTHER	TOTAL
Municipal Manager's office					
• Municipal Manager	-	-	-	-	0
• Personal assistant	1	-	-	-	1
	1	-	-	-	1
Finance Department					
• SM Finance (CFO)	-	1	-		1
• Budget and Treasury Office	2	-	1 (intern)		3
• Income					
• Expenditure					
• Supply Chain Management Office	2	-	2 (intern)		4
	1	-	1 (intern)		2
	1	-	1 (intern)		2
	6	1	5	-	12
Corporate Services					
• SM Corporate Services	-	1	-	-	1
• Administration	11	-	-	-	11
• Human Resources	2	-	-	-	2
• Information Technology	-	-	-	-	-
• LED and Tourism	-	-	-	-	-
	13	1	-	-	14

Technical Service

• SM Technical Service	-	1	-	-	1
• Development and Planning	1		-	-	
• Roads					1
• Refuse					12
• Street Cleaning	12		-	-	12
• Estates	7		-	-	7
• Cemeteries					6
• Halls	6		-	-	6
• Technical	10		-	-	10
	4		-	-	1
	4		-	-	4
	4		-	-	4
	45	1	-	-	46
Community Services					
• SM Community	-	1	-	-	1
• Traffic					9
• Security	5	-	-	4	9
• Other	7	-	4	-	11
• Motor Licensing	2	-	-	-	2
• Learners License	2	-	-	-	2
• Housing	2	-	-	-	2
• Library	2	-	-	-	2
	5	-	-	-	5
	23	1	4	4	42

GRAND TOTAL	88	4	9	4	105
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Organization (Filled Positions)

The current structure indicates that the Municipality employs 105 employees.

The following Human Resource Policies have been adopted by Council and are being implemented: Recruitment, Delegations, Acting allowance, Leave, Staff Bursary Policies. The policies are revised as and when necessary.

The following institutional characteristics, issues and challenges impact on the future development of the Richmond Municipality and need to be taken forward in the Integrated Development Plan Process:

- The implementation in terms of the Employment Equity Act and the Skills
- Development Act is still a challenge. However, attempts have been made to comply during the recent recruitments.
- Improving the Organizational Performance Management System of the Municipality and ensuring that Strategic Managers cascade the system to all employees within the organization.
- Inadequate funding to develop skills of the staff, political office bearers and Ward Committees.

Richmond Municipal Council and its support structures

The Municipality comprises of 13 Councillors with the Speaker as the Chair of Council meetings. The Executive Committee is chaired by the Mayor and consists of 3 members

The following three portfolio committees were established by the Richmond municipality and their roles and responsibilities are as follows

Human Resource Portfolio Committee	Local Economic Development Planning and Infrastructure Portfolio Committee	Community Services and Social Development Portfolio Committee
<p>Responsibilities</p> <ul style="list-style-type: none"> Recommend to Executive Council on all policy matters in respect of staff matters as contained in the human resource manual <p>Roles</p> <ul style="list-style-type: none"> The roles of the above committee is to assist the Executive Committee to maximize the effectiveness of the administration capacity of the Municipality whilst ensuring that the administration is governed by the democratic values and principles enshrined in the Constitution by advising the executive Committee.: on the policy framework referred to in the Municipal Systems Act, on the development of appropriate policy systems and procedures relating to staff matters 	<p>Responsibilities</p> <ul style="list-style-type: none"> To provide support to the Executive committee on Promotion of Local Tourism Economic Development Poverty alleviation Planning and infrastructure related matters <p>Roles</p> <ul style="list-style-type: none"> The roles of the above Committee is: To provide support and advise to the Executive Committee on all policy matters relating to the above listed functions To advise and recommend to the Executive Committee on all fiscal and other incentives designed to promote social and economic development as well as bylaws related to. 	<p>Responsibilities</p> <ul style="list-style-type: none"> To provide support to the Executive Committee on Sports and culture promotion Disaster management Housing support Traffic Library services HIV and AIDS related issues <p>Roles</p> <ul style="list-style-type: none"> The roles of the above committee is to : make recommendations and provide advice to the Executive Committee on all policy matters and regulations in respect of the above functions .

However these committees need to be reviewed together with their respective terms of reference in order to align them with the core functions of the Municipality.

In addition to the above, Ward Committee's are established and meet regularly with minutes being submitted to the office of the Speaker.

Ward Committees are also responsible for the submission of community needs to the Municipality on an ongoing basis and are used as a means of communication to and from administrative structures and is also based on the Communication Strategy which requires the necessary information to be made available to communities in terms of the budget, Integrated Development Plan, PMS, Annual Report, etc.

In regard to the current year of review, priority projects were received from the Communities via Ward Committees and Councillors and the strategies, plans and programmes of the Municipality are responsive thereto.

The Richmond Municipality facilitates and chairs the Intersectoral Forum. The main function of this forum is to have an integrated approach to deal with service delivery issues. The forum comprises of sector departments that are based in Richmond. The Departments are as follows; department of Labour, Department of Social Development; Department of Justice, SAPS, Department of Health ,Department of Education, Umgungundlovu District Municipality and the Richmond Municipality. Non Governmental Organizations also participate in these meetings.

The Municipality has also established a Local Labour Forum where all staff matters are discussed.

ORGANISATIONAL PERFORMANCE MANAGEMENT SYSTEM

The Richmond Municipal Council has adopted an Organizational Performance Management System (OPMS) Framework, in compliance with legislation, to plan, implement and monitor the performance of the municipality in accordance with defined objectives and strategies.

In essence performance management oversees the implementation, management, monitoring and evaluation of the Integrated Development Plan.

The Framework adopted by the Council has been aligned to the 5 National Key Performance Areas (KPA's):

- Basic Service Delivery
- Local Economic Development
- Institutional Development and Transformation
- Good Governance and Public Participation
- Financial Viability and Management

These *Key Performance Areas* can be defined as a group of objectives within the Integrated Development Plan. An *objective* is a projected state of affairs that a system plans or intends to achieve. *Key Performance Indicators* (KPI's), help to define and measure progress towards an objective.

Seven general Key Performance Indicators are prescribed in terms of Regulation 10 and section 43 of the Municipal Systems Act, 2000 and must therefore be included in the Integrated Development Plan.

Once Key Performance Indicators have been developed, the municipality can set performance targets.

A useful set of criteria for setting performance targets is the “**SMART**” criteria:

- **Specific:** the nature and the required level of performance can be clearly identified;
- **Measurable:** the required performance can be measured;

- **Achievable:** the target is realistic given existing capacity;
- **Relevant:** the required performance is linked to the achievement of a goal; and
- **Time-bound:** the time period or deadline for delivery is specific.

One of the key outputs of the Integrated Development Plan will be the preparation of a *Municipal Scorecard*, which is a summary of the IDP in a logic framework format.

The *Service Delivery and Budget Implementation Plan* (SDBIP) is essentially the management and implementation tool which sets in-year information, such as quarterly service delivery and monthly budget targets, and links each service delivery output to the budget of the municipality, thus providing credible management information and a detailed plan for how the municipality will provide such services and the inputs and financial resources to be used.

The SDBIP is a layered plan, with the top layer of the plan dealing with consolidated service delivery targets and in-year deadlines, and linking such targets to top management.

Once the top layer targets are set, top management is then expected to develop the the next layer of detail of the SDBIP, by providing more detail on each output for which they are responsible, and breaking up such outputs into smaller outputs and linking these to middle level management.

The SDBIP therefore serves as a “contract” between the administration, the council and the community and provides the basis for measuring performance in service delivery against end of year targets and implementing the budget.

The Municipal Manager and the Section 57 Managers therefore implement the IDP/Budget/SDBIP and demonstrate progress towards these goals through monthly, quarterly, bi-annual and annual reports.

Individual Performance Management Scorecards therefore contain measures specific to that individual.

The Municipal Manager and Section 57 Managers must have written employment contracts which must consist of a performance agreement with stated performance objectives and targets with indicators set from the IDP.

There is therefore an integrated link with the IDP/Budget/SDBIP, the Performance Agreements, the Municipal Scorecard and the Individual Scorecard.

This entire process provides for the structured assessment of the performance of the Municipal Manager and Section 57 employees and the extent of performance bonus payable to them, and ultimately for the assessment of the performance of the municipality.

Appointment of Performance Audit Committee, in place with legislation, to measure the Performance of the Municipal Manager’s directly accountable to the Municipal Manager.

The Performance Management System will be included in the terms of reference of the Auditor-General for the audit of the municipality for 2010/2011.

STATUS OF POLICIES

Number	Policy	Ref	Ref	Ref	Drafted	Reviewed	Adopted
1	Human Resource Manual				Y		
2	Cell Phone Policy	HR 2			Y		
3	Use and Care of Council Property				Y		
4	In-Service Training Policy				Y		
5	Staff Bursary Scheme Policy	HR 12			Y		26/02/09
6	Indigent Support Policy		MAN 7		Y		
7	Performance Management Policy		MAN 5		Y		
8	Rules of Order Council				Y		
9	Depreciation Policy				Y		
10	Budgetary Policy			FIN 3	Y		
11	Tariff Setting Policy			FIN 8	Y		26/02/09
12	Credit Control Policy			FIN 4	Y		26/02/09
13	Indigent Burial Policy (Pauper Burials)				Y		
14	Internal and External Communication Policy				Y		
15	Public Participation Policy		MAN 10		Y		
16	Internet Policy		MAN 2		Y		
17	Computer Equipment Policy inclusive of lap top policy		MAN 1		Y		
18	Acting Allowance Policy	HR 1			Y		26/02/09
19	HIV/AIDS Policy	HR 5			Y		
20	Gender Policy	HR 3			Y		26/02/09
21	Vehicle Management and locomotion Policy	HR 15			Y		
22	Delegation of Powers Policy iro		MAN 3		Y		30/06/08
22.1	Council				Y		
22.2	Executive Committee				Y		
22.3	Office of the Mayor				Y		
22.4	Management Committee				Y		
22.5	Municipal Manager's Office				Y		
22.6	Head of				Y		

	Department						
22.7	Sub-Committees				Y		
Number	Policy	Ref	Ref	Ref	Drafted	Reviewed	Adopted
23	Job Creation Policy	HR 16			Y		
24	Traffic Policy (all relative matters)				Y		
25	Review of SCM Policy				Y		
26	Property Rates Act Policy				Y		#####
27	Asset Management Policy			FIN 2	Y		
28	Labour Relations Policy	HR 7			Y		
29	Health and Safety Policy	HR 4			Y		
30	Uniforms and Protective Clothing Policy				Y		
31	Leave Policy	HR 8			Y		26/02/09
32	Termination of Services Policy				Y		
33	Recruitment, selection and appointment policy	HR 9			Y		26/02/09
34	Training Policy	HR 6			Y		26/02/09
35	Usage of Telephones Policy	HR 14			Y		
36	Corporate Social Responsibility Policy		MAN 16		Y		
37	Code of Conduct and Ethics Policy				Y		
38	Sexual Harassment Policy	HR 10			Y		
39	Smoking in the work place policy	HR 11			Y		
40	Promotion of Access to Information Policy		MAN 9		Y		
41	GAMAP Policy				Y		
42	Revenue enhancement Policy			FIN 7	Y		
43	Cash and Investment Policy			FIN 6	Y		28/05/09
44	Travelling allowance	HR 13			Y		
45	Fraud Prevention - Risk Management		MAN 4		Y		30/06/08
46	Overtime Policy				Y		#####
47	Standby Allowance Policy						#####
48	Appointment of Casual Staff				Y		

2.

BASIC SERVICE DELIVERY AND INFRASTRUCTURE

BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT						
OBJECTIVES	STRATEGIES	KPI'S	ACTIONS/PROGRAMMES	BUDGET	RESPONSIBILITY	TIME FRAME
To address services backlogs and future growth as well as maintain and upgrade existing infrastructure	To efficiently utilize Municipal resources	Provide and upgrade 12 km of road networks	<ul style="list-style-type: none"> - Road maintenance plan to be formulated in terms of identified priority roads and passages - Road Implementation Plan Register to be established to ascertain record of roads and passages maintained 		S. M. Technical Services	Ongoing
	To develop the indigent register.	Improvement of the roll out of free Basic Electricity(100% of known beneficiaries)	To appoint the service provider Update the indigent register		S M Finance	
	To partner with the district Municipality in their development of their district Wide Water Services Development Plan	Facilitate the development of Water Services Development Plan for Richmond Municipality	To coordinate data collection in the local area To align Water and sanitation priority projects. To update priority list records for committed projects		S.M Technical	
	To investigate the source of funding	Formulation of the business plan to Prepare Energy Master Plan	To make enquiries to relevant departments.		S.M Technical	
	Source Funding from NDPG	Business Plan	Formulation and submission of business plan		SM Technical Services	
	To appoint	Complete	Develop	R200	S.M Technical	

	external service providers	Infrastructure Investment Plan	specifications and terms of reference Procurement of services	000.00		
To address services backlogs and future growth as well as maintain and upgrade existing infrastructure	To partner with the district Municipality in their development of their district Wide Integrated Transport Plan	Facilitate the development of Integrated Transport Plan Municipality	To coordinate data collection in the local area To align Roads priority projects. To update priority list records for committed projects		S.M Technical	
	To partner with the Department of Housing	Complete 35 houses per month	Facilitate the delivery of new housing project. Ensure that Housing Sector Plan is implemented in accordance with priority areas identified and projects to receive funding To ensure that housing projects being implemented are implemented with necessary basic and internal services		SM Community Services	
	Develop MIG priority List	Improved 100% delivery of Municipal Infrastructure Grant projects equally among recipients wards.	MIG priority list to be reviewed in terms of Integrated Development Review Priority projects as submitted by Ward Committee to be considered in formulation of MIG priority Project List Ensure that projects are implemented according to developed priority list		S M Technical	
SOCIAL AND LOCAL ECONOMIC DEVELOPMENT						
OBJECTIVE	STRATEGIES	KPI'S	ACTIONS/PROGRAMMES	BUDGET	RESPONSIBILITY	TIMEFRAME
To stimulate economic	Review and implementati	LED Strategy	Review LED Strategy to attain further		S M Corporate	

development to create and environment suitable for vigorous economic development thereby enhancing economic and socio-economic growth	on of LED strategy		alignment in terms objectives. Align with UMDM LED Plan Align with NSDP, PGDS and PSEDs			
	Forge partnership with the Department of Economic Development	Fully fledged LED Unit	Upon establishment of LED Unit projects specific to LED will be packaged and implemented		S M Corporate	
	Establish LED Coordination Committee	LED Coordination Committee	Mobilization of the relevant Stakeholders		S M Corporate	
	Formulate business Plan to source funding for the implementation of the Marketing Strategy	Source Funding	Implementation of Marketing Strategy to market Richmond as preferred destination. Liaise with RSDI to package projects.		S M Corporate	
	Formulate Baynesfield, Thornville and Hopewell	Completed Baynesfield, Thornville and Hopewell master Plan	Mobilization of relevant stakeholders. Simulate development to be responsive to, in particular, the development corridors which may contribute to economic activity.		S.M Technical	
	Review building plan process	Building Plan approval time 6 weeks	Improve on process undertaken for the receipt, consideration and approval of building plans		S M Technical	
To stimulate economic development to create and	Formulate the Richmond Town Economic	Completed Richmond Town Economic Regenerati	Stakeholder Mobilization Packaging of project with assistant obtained from RSDI		S M Technical	

environment suitable for vigorous economic development thereby enhancing economic and socio-economic growth	Regeneration Strategy	on Strategy	Source funding from various Sector Departments for the implementation of projects identified.			
	Review Spatial Development Framework	Reviewed Spatial Development Framework	Implementation of the Spatial Development Framework.		S M Technical	
	Review Disaster Management Plan	Reviewed Disaster Management Plan	Review of Disaster Management Plan and integrate aspects of Richmond Plan to UMDM Disaster Management Plan Formulation of Safety Plan in consultation with Department of Community Safety and Security.		S M Community	
	Develop Richmond as a preferred destination	No of tourist visiting Richmond	Mobilisation of key stakeholders Raise tourism awareness on potential impact of tourism Implement tourism marketing strategy		S M Corporate	
	Forge Partnership with the Department of Agriculture	Facilitate the development of	Liaise with the Department of Agriculture to strengthen support provided farmers and contractors.		S M Cooperate	

GOOD GOVERNANCE AND PUBLIC PARTICIPATION

OBJECTIVE	STRATEGIES	KPI'S	ACTIONS/PROGRAMMES	BUDGET	RESPONSIBILITY	TIME FRAME
To provide systems and mechanisms for accountability and public participation in municipal development affairs	Formulate an integrated development plan within the context of the five year cycle.	Adopted IDP	Review of an integrated development plan 2009/2010 and beyond in line with the development strategies. Ensure the contents of projects and programmes of Municipal Integrated Development Plan is encapsulated into		Municipal Manager	

			UMDM Plan.			
	Formulate Organizational Performance Management Framework	Completed OPMS	Finalization of the PMS Systems Implementation of the system in line with DTLGA guidelines Establishment of the Performance Management Committee.		Municipal Manager	
	Finalize Communication strategy	Adopted Communication Strategy	Ensure that the Communication Strategy, Citizens participation as well as the help desk is implementable.		S M Corporate	
	Prevention, education and awareness	Conduct 7 HIV/AIDS awareness campaign	To ensure the reduction of new infections among youth, women and people living in rural areas To reduce the stigma attached to HIV and AIDS To encourage voluntary counseling and testing		S M Community Services	
	To partner with the Department of Social Development		To create an enabling environment for orphans and vulnerable children To lend support to relevant sector Departments, NGO's, CBO's to effectively deliver to those affected and in need support and care.		S M Community Services	
	Formulate Community Participation Plan	Completed Participation Plan	Ensure that the Community participation plan is adopted and implemented		S M Community Services	
	Training of Ward committees	7 ward committees trained	Provide funding for training of ward committees Strengthen support to ward committees ensuring that they are capacitated		S M Community Services	

	Undertake customer satisfaction survey	Increase in customer satisfaction survey	Budget to be set aside to conduct the survey		SM Community	
MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT						
OBJECTIVE	STRATEGIES	KPI'S	ACTIONS/PROGRAMMES	BUDGET	RESPONSIBILITY	TIME FRAME
To promote an institution that is participative and empower to improve on institutional capabilities to ensure increased and sustainable service delivery	Undertake skills training to improve staff performance	100% training of all staff members	Ensure that details relevant to current skills and required skills in terms of skills Audit is undertaken Implement skills requirements in terms of skills identified		S M Corporate	
	Training of Ward councillors	13 Ward councillor trained	Ensure that DLGTA introduces and implements Councillor skills training in terms of needs identified		S M Corporate	
	Implementation of policies and procedures	Adopted policies and procedure	Policies and procedures which were formulated extended and reviewed to be implemented. Staff and trade unions to be work shopped on policies and procedures		S M Corporate	
	Review organizational structure	Filling of critical post	Alignment of organizational structure with current realities.		S M Corporate	
	Appointment of disadvantaged groups	5 people from the designated group employed in three highest levels of management	Consideration of previously disadvantaged groups or designated groups in the organization		S M Corporate	
	Implement workplace skills plan	% of the municipality's budget actually spent on	Budget for the implementation of the workplace skills plan		S M Corporate	

		implementing its workplace skills plan				
	Appointment of women in the highest level of management	3 women employed in the three highest management levels in the municipality	Consideration of previously disadvantaged groups or designated groups in the organization		S M Corporate	
	Training of ward councillors	7 ward Councillors undergone leadership development training	Ensuring that ward councillors are trained on leadership skills		S M Corporate	
MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT						
OBJECTIVE	STRATEGIES	KPI'S	ACTIONS/PROGRAMMES	BUDGET	RESPONSIBILITY	TIME FRAME
To manage municipal resources to ensure financial sustainability and affordability	Introduce Investment Incentive Scheme	Investment Incentive Scheme	Formulation and introduction of investment incentive scheme taking into consideration current realities and capacity to implement scheme			
	Incorporate previously non rated areas	50 %Municipal Property Rates Act Rebate	Implementation of rates Policy			

TURN AROUND STRATEGY

The Turn-Around Strategy was developed by the Councillors and Strategic Managers at a three day session between in April 2010. It was later presented to the stakeholders, ward committees, public and business people in May 2010 and there after it was adopted by council on the 7th May 2010. As per requirement the Turn around strategy was submitted to the Department of Co-Operative Governance and Traditional Affairs (CoGTA) for analysis and monitoring of its implementation

TOP TEN PRIORITIES

Stemming from the completion of the Turn-Around Strategy Template, the following top ten priorities were identified as requiring urgent attention within the Richmond Municipality by December 2010. (full template to be attached as annexure G)

NO	PRIORITY ISSUES FOR DECEMBER 2010
1	Water & Sanitation Provision
2	Road Construction, Upgrading & Maintenance
3	Housing development
4	Electricity/ Energy Provision
5	Debtor's Management/ Cash Flow Management
6	Waste Management/ Health Services Provision
7	Effective Local Economic Development (LED) Functions
8	Disaster Management and strengthening of Crime Prevention Measures
9	Development of Complaints Management System/ Effective CDW's and strengthened Ward Committees
10	Implementation of Communication Strategy & Public Participation Framework

3.

LOCAL ECONOMIC DEVELOPMENT

The IDP indicates an unemployment rate of 28.2% in order to address the unemployment rate, the economic activity of the Richmond Municipality area needs to be revived in order to generate local economic development.

A Department of Economic Development and Tourism Initiative to assist the Richmond Municipality with the establishment of a Local Economic Development Unit to fulfill the objectives of local economic development. The initiative, known as the Richmond Special Development Initiative (RSDI). Unfortunately there are matters of concern with results to the implementation of the RSDI and delays have arisen.

The Richmond Municipality has however budget for the appointment of a LED Manager to drive matters relevant to LED.

Richmond Special Development Initiative (RSDI)

Special Development Initiative (RSDI) funded by Department of Economic Development. The key objective of this project is to introduce and implement local economic development (LED) in Richmond. This project is the product of the Gijima Project that was initiated in Richmond in 2006. The strategic intent of this initiative is to establish local economic development within the Richmond municipality to address economic growth and job creation. The initiative is aimed at building capacity through training and other measures to enable local people and businesses to stimulate the local economy. It is anticipated that the initiative will draw new investment into the area from both government and business entities.

Adopting the right approach to implementing The Richmond Special Development Initiative (RSDI) will result in a project that is not just popular but of which the people will take ownership and embrace its implementation.

Tourism

The tourism sector has potential in the Richmond area. The skills level in the area is suited to the development of SMME tourism type activities such as the facilitation of adventure and wildlife tours as well as eco tourism. The Municipality has identified the need to improve and enhance the tourism sector. The tourism assets within the jurisdiction of the Richmond Municipality include the following attractions and heritage sites:

- Blarney Cottage
- Carnarvon Masonic Lodge
- Bhambatha Rebellion Burial Site
- Herbert and Cecil J Rhodes cotton farm in Inhlavini Valley
- Beaulieu Dam
- Game Ranches
- High-over Nature Reserve
- Richmond-Byrne and District Museum
- Roseland Farm

The rural areas of Inhlazuka and Hella Hella also have the potential to be developed into prime tourist attractions because of its scenic beauty. In spite of many attractive tourist sites in the

municipal area there seems to be shortage in the number of Bed and Breakfast establishments in the Richmond area.

Strategies for Economic Improvement

The following strategies are aimed at improving the economic development of Richmond Municipality as identified in the Spatial Development Framework that is Richmond Town Economic Regeneration Strategy and Thornville, Baynesfield and Hopewell Master Plan The adopted strategies of both projects will be used by the RSDI to package LED related projects.:

Richmond Town Economic Regeneration Strategy

Richmond town serves as an important service centre in terms of administrative and business functions. However, over the years the economy of the town declined as a result of political violence that engulfed the area at the end of 1990's and in response to the changes in the regional and national economic environment. Decaying buildings, grime, lack of new investment, deteriorating infrastructure and lack of spatial and economic vision for the town are some of the problems that characterize the town. This impact negatively on the ability of the town to play its service centre role effectively, attract new investment and respond to the needs and interests of role-players within its system of interest.

The strategy aims to reposition Richmond town in a growth path so as to make meaningful contribution to the national and provincial economic development priorities and imperatives. This includes economic growth and the creation of employment opportunities.

The overall objective of the project is to contribute to the growth of the economy of the Richmond Municipality and the District Municipality by formulating a strategy which will allow for the regeneration of the town.

These below are projects that have been identified by the strategy report for Richmond Municipality to implement:

STRATEGIC PLANNING		
PROJECT AND ACTIVITIES	CURRENT STATUS	RESPONSIBLE OFFICIAL
Undertake a detailed land use study Prioritise the areas for rezoning and identifying appropriate zones Comprehensive review of schemes Scheme adoption procedures	On going	Development Planning
Preparation of an Urban Framework Adoption of the Framework Implementation of Projects (landscaping, streetscaping, street furniture etc)	Done	Development Planning

Undertaking detailed infrastructure assessment	covered	Technical Department
Compilation plan on priority projects		
Business plan for a comprehensive road improvement program Engineering design Project implementation	Work on progress	Technical Department
Business plan for upgrading of water infrastructure Engineering design Project implementation	Noted	District Municipality
Business plan for the development of public ablution facilities Project implementation	noted	Technical Department
SMME SUPPORT PROGRAMME		
Develop informal trading by-laws Identify zones areas for informal trading Establish traders association	Done	Corporate Services
Develop SMME management system Develop/update database of SMME Develop and operate tender/SMME opportunity identification system	On going	LED
Development of market stalls Development of business plan	On going	Technical Department
Feasibility study and business plan	On Going	Technical Department

Thornville Baynesfield and Hopewell Development Plan

The Richmond Municipality identified areas suitable for the extension of the economic 'hub' of the Richmond Municipality and especially for the development of Industrial Areas which will add value to the local economy of the area, an area which is currently mainly based on Agriculture. The identified areas include

- ⇒ Thornville,
- ⇒ Baynesfield and
- ⇒ Hopewell.

The project is generally expected to contribute to and co-ordinate the various efforts of improving the living conditions in the Thornville-Baynesfield-Hopewell areas and to integrate the development into urban structures, systems and opportunities. While such integration is inter alia envisaged to counteract previous approaches of development separating these areas from urban areas activities and opportunities, the relevant communities within the identified areas will still require easy access to a series of local amenities, opportunities and activities. The nodes Identified in the brief cover a great variety of conditions and are therefore expected to be able to establish development / design principles for other nodes within the area.

The Thornville, Baynesfield and Hopewell Master Plan has been identified as the key area for development as it is situated along the R56 Corridor to the Eastern Cape and in very close proximity to the N3 Corridor (eThekweni, Msunduzi, Mkhambathini and uMngeni Municipalities).

Further, the identification and development of an Industrial Node at Thornville was identified in the initial IDP of the Richmond Municipality, 2002 and has rolled over in all reviews of the IDP thereafter. It has also been identified as a Secondary Node in the Spatial Development Framework plan.

This framework plan furthermore has identified projects that will improve and boost the economy of the study areas, opening up new opportunities for both job creation and integrated development for people around the areas of Baynesfield, Thornville and Hopewell.

These below are projects that have been identified by the strategy report for Richmond Municipality to implement:

PROJECT	SCOPE	STATUS	POSSIBLE SOURCE
THORNVILLE			
Agri Market	Agricultural business Plan	Not yet done	DOA
Mini /Light Industrial Truck centre	Industrial feasibility Study	Not yet done	DEDT
Truck Centre	Truck Centre Feasibility Study	Not yet done	DEDT
Accommodation	Accommodation feasibility study	Not yet done	DEDT
Lodges	Accommodation feasibility study	Not yet done	DEDT
Service Station and convenience shopping centre	Shopping Business plan	Not yet done	DEDT
Warehousing	Industrial feasibility study	Not yet done	DEDT
Market Plan	Promoting and facilitation of investment in Thornville	Not yet done	Richmond Municipality
Urban Design		Not yet done	
BAYNESFIELD			
Tourism learning Centre	Tourism plan	Not yet done	DEDT
LED Activities	Agricultural Business Plan		DOA
Agri Experience Centre	Agriculture Business plan	Not yet done	DOA
Agri Activities	Agriculture Business Plan	Not yet done	DOA
Rail Tourism	Feasibility Study	Not yet done	DEDT
HOPEWELL			

Taxi Rank	Design	Project on progress	Richmond Municipality
Convenience Shop	Shopping Business Plan	Not yet done	DEDT
Business/Working Hub	Shopping Business Plan	Not yet done	DEDT
LED Activities	Agriculture Business Plan	Not yet done	DOA
Sport field	Design	Not yet done	DSR

The following economic characteristics, issues and challenges impact on the future development of the Municipality and need to be taken forward in the Integrated Development Plan process:

ECONOMIC STRENGTHS

- Most parts of the municipal area have high agricultural potential.
- Raw materials and labour are abundantly available
- Processing of the raw materials leads to the creation of industries and markets
- Strategically located along the R56 and R624 and is in close proximity to the N3.
- In close proximity to the Pietermaritzburg functional region.

ECONOMIC WEAKNESS

- Backlog in the provision of infrastructure
- Dilapidated infrastructure that requires upgrading and refurbishment.
- Inadequate social and cultural amenities.
- Businesses are dependant on local markets – little inflow of capital from outside and this restricts businesses from expanding.
- Lack of professional service providers

ECONOMIC OPPORTUNITIES

- The strategic location of Richmond Town provides for the possible location of economic development opportunities.
- According to the PSEDS the town is located along a secondary agricultural corridor which serves areas of high poverty levels with good economic development potential.
- Potential to capitalize on the spill over emanating from the rapid urbanization of Umsunduzi and Ethekewini Municipalities.
- Tourism Potential in terms of Sites with historical significance such as Bhambatha Rebellion, the Byrne settlers and the St Mary's Anglican Church
- The establishment of Cooperatives in sustaining small and medium businesses

ECONOMIC THREATS

- Changes in market forces: the global and regional markets are influenced by a range of issues which are not controlled by the local arena. These issues include the supply and demand for commodities, exchange rate, etc.
- Lack of any substantial economic activity in the majority of the areas of the Municipality.
- Challenges in attracting economic opportunities in the urban area.
- Management of various risks inclusive of investors, environment, agriculture etc
- Lack of entrepreneurial development opportunities
- Shortage of Bed and Breakfast establishments and other accommodation facilities.

4. MUNICIPAL FINANCIAL MANAGEMENT AND VIABILITY

Financial Viability and Financial Management

The information recorded hereunder records the expected operating revenue as well as expenditure in the MTEF period:

Operating Revenue

Detail	2010/2011	2011/2012	2012/2013
Revenue by Source	R	R	R
Property Rates	4,800,000	5,136,000	5,495,520
Property rates – Interest	300,000	321,000	343,470
Service Charges – refuse removal from tariff billings	1,050,390	1,155,429	1,270,972
Service Charges – other	0	0	0
Rental of facilities and equipment	1,560,205	1,374,950	1,127,727
Interest earned – external investments	1,050,000	1,123,500	1,202,145
Interest earned – outstanding debtors	30,000	32,100	34,347
Fines	605,000	647,350	692,665
Licenses and Permits	1,820,000	1,947,400	2,083,718
Income from Agency Services	310,000	331,700	354,919
Government Grants and Subsidies	45,550,000	40,298,380	45,710,927
Other Income	2,323,310	331,989	355,228
TOTAL OPERATING REVENUE BY SOURCE	59,398,905	52,699,798	58,671,637

Operating Appropriations

Detail	2010/2011	2011/2012	2012/2013
Expenditure by Source	R	R	R
Employee Related Costs	187,421,405	19,415,524	20,774,611
Remuneration of Councillors	3,178,430	3,400,920	3,638,985
Collection Costs	150,000	160,500	171,735
Depreciation	4,422,688	4,732,278	5,063,538
Repairs and Maintenance	2,370,350	2,536,456	2,676,032
Contracted Services	2,251,128	2,359,145	2,524,285
Grants and Subsidies Paid	79,980	85,579	91,569
General Expenses	28,514,920	19,998,625	23,294,239
Contributions to Provisions	10,000	10,700	11,449
Total Expenditure	59,398,901	52,699,727	58,246,441
Less : Transfers recognized Capital	(21,524,000)	(13,500,000)	(16,414,000)
TOTAL OPERATING EXPENDITURE BY NATURE	37,874,901	39,199,727	41,832,441

Capital Appropriations by Vote

Detail	2010/2011	2011/2012	2012/2013
	R	R	R
Executive & Council	400,000	0	0
Finance & Admin	42,500	0	0
Planning & Development	300,600	0	0
Community & Social Services	258,500	3,389,810	0
Public Safety	20,000	0	0
Sport & Recreation	9,145,000	0	0
Waste Management	1,200,000	0	0
Road Transport	13,369,000	12,110,190	18,414,000
CAPITAL EXPENDITURE BY VOTE	24,735,600	15,500,000	18,414,000

Please note that the housing projects are contained in the IDP.

The greatest of challenges, when formulating an implementable and sustainable Financial Plan is to match service delivery with a small and very limited resource base. The Financial Plan is informed by available and expected sources of income which is contradictory with the basis of the strategic framework which is visionary to meet the expectations of the community and which strives to improve the livelihood of all residents. As previously indicated, the Richmond Municipality is faced with enormous challenges with regards to adequate financial availability in terms of delivery of services, capacity and institutional arrangements to successfully deliver on its developmental mandate coupled with the overwhelming task of eradicating its backlogs which have to be implemented in a realistic manner within the confines of the available resources.

The budget of the Richmond Municipality is fully compliant with the principles of the MFMA, however challenges as indicated hereunder still need to be addressed:

- Ensuring that systems, to improve current situation, are continuously introduced and improved upon
- Ensuring that the implementation of the budget is in line with legislation, community expectations in meeting deliverable targets to be measured
- Adjusting the organizational structure in line with financial availability and furthermore to provide for finances to increase the capacity
- Preserving the Municipality's cash flow position ensuring that undue pressure is not placed on the financial situation of the municipality at critical phases within the Municipal financial year
- To implement strategic financial planning to move away from the reliance on adjustments to the budget as catered for in legislation

Strategies

a) Revenue Raising Strategies

The municipality is in the process of developing a revenue enhancement strategy.

b.) Financial Management Strategies

The municipality is currently compliant in terms of reporting in terms of the Municipal Finance Management Act. Annual Financial Statements are submitted timeously to the Auditor General.

The municipality will be preparing its 2008/2009 Annual Financial Statements in the GRAP format. Assistance herein is being received from the Provincial Treasury under the Municipal Assistance Programme.

The municipality is also currently upgrading its financial management system.

b) Debt Collection Strategy

The municipality is currently implementing its debt collection and credit control policy.

The budget and treasury office has also implemented a debt collection strategy whereby debtors are phoned first by the municipal staff requesting payment. Should this approach prove unsuccessful, the debtor is then handed over to councils debt collectors.

Alignment of the budget and IDP

The budget and IDP process plan ensure that the budgeting and IDP processes are linked. The operating and capital budgets are aligned to the IDP by linking the various votes to the strategic objectives as contained in the IDP.

Capital expenditure for the various departments are also included in the departmental heads service delivery and budget implementation plans.

BUDGET POLICIES

NO.	POLICY	DEPT.	AVAILABILITY	ADOPTION DATE
1	Credit Control Policy	FIN 4	Y	26/02/09
2	Traffic Policy (all relative matters)		Y	#####
3	Property Rates Act Policy		Y	#####
4	Revenue enhancement Policy	FIN 7	Y	#####
5	Municipal property rates policy	FIN 6	Y	#####
6	Borrowing Policy	FIN 4	Y	#####
7	Long Term Financial Plan Policy		Y	#####
8	Supply chain management policy		Y	#####
9	Asset management policy	FIN 7	Y	#####
10	Indigent policy	FIN 6	Y	#####
11	Free basic service policy			
12	Budget Policy		Y	
13	Infrastructure and Capital Investment policy			#####
14	Human Resource Policy		Y	

5.

GOOD GOVERNANCE AND PUBLIC PARTICIPATION

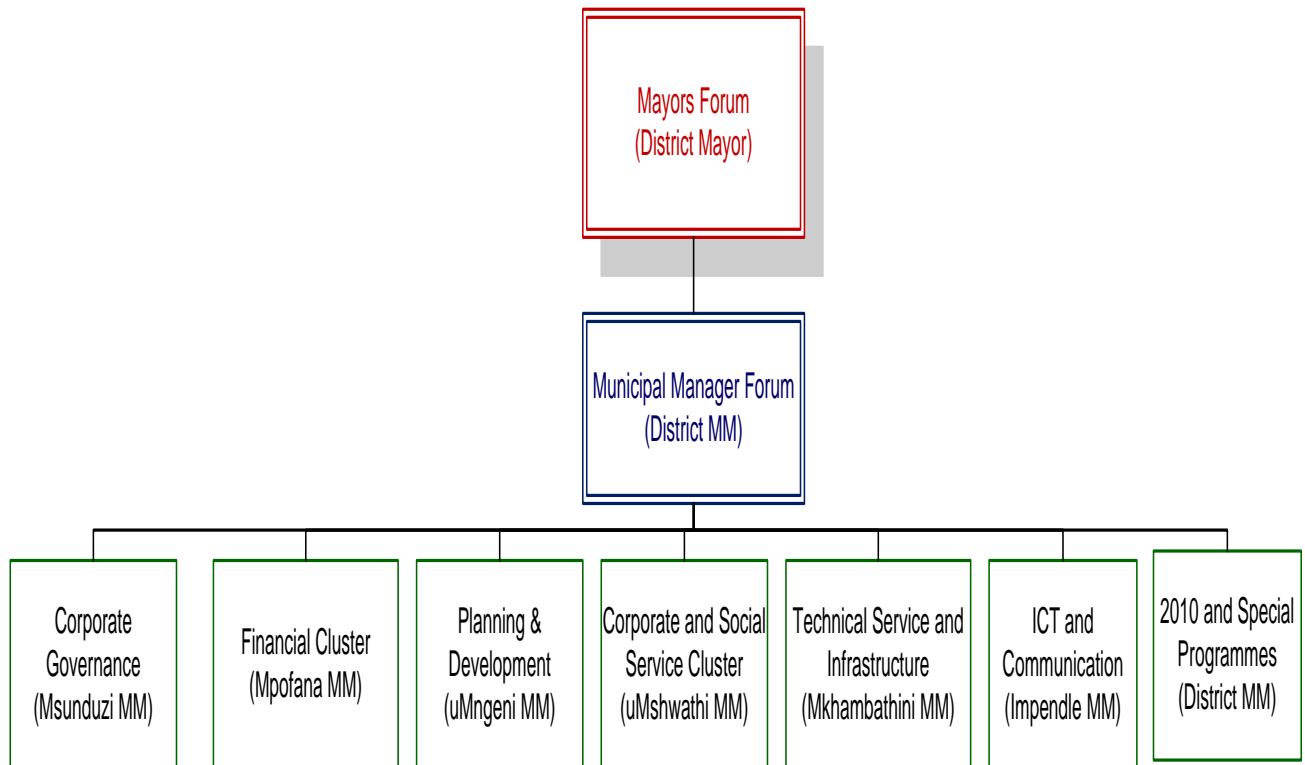
PUBLIC PARTICIPATION

Public participation process in the IDP review has to be institutionalized – in order to ensure that all the residents/community have equal rights to participate. Public participation is done in terms of a relevant legislative requirement, public has to be informed and give inputs on projects and programmes planned by the municipality in terms of service delivery.

The following participation mechanisms are used:

- **IDP Representative Forum**
The Forum will represent all stakeholders and will be as inclusive as possible. Additional organisations will be encouraged to participate in the Forum throughout the process.
 - **Media**
Amongst other means, the local press will be used to inform the community on the progress with respect to the IDP Review process.(The Natal Witness,Ilanga ,Echo newspaper)
 - **Notices**
Notices on the IDP Review will be placed on the Municipal Notice Boards and public buildings (e.g. schools, clinics, tribal/magistrate's court, etc).
 - **Ward level IDP meetings**
Meetings will be held in each of the seven (7) wards to ascertain the needs of the communities.
-
- The IDP presentation process requires substantial input and support from other spheres of government i.e. National and Provincial Departments (service providers) and community at large.
 - In order to ensure the IDP process is carried out in a holistic manner, Richmond Municipality embark on public participation using ward committee as the vehicle to gather community inputs into the 2010/2011 IDP Reviews. The purpose of these meetings is to ascertain community's priority needs for conclusion in the Integrated Development Plan and Budget for the 2010/2011 financial year.

Fully operational Cluster Model (IGR System)

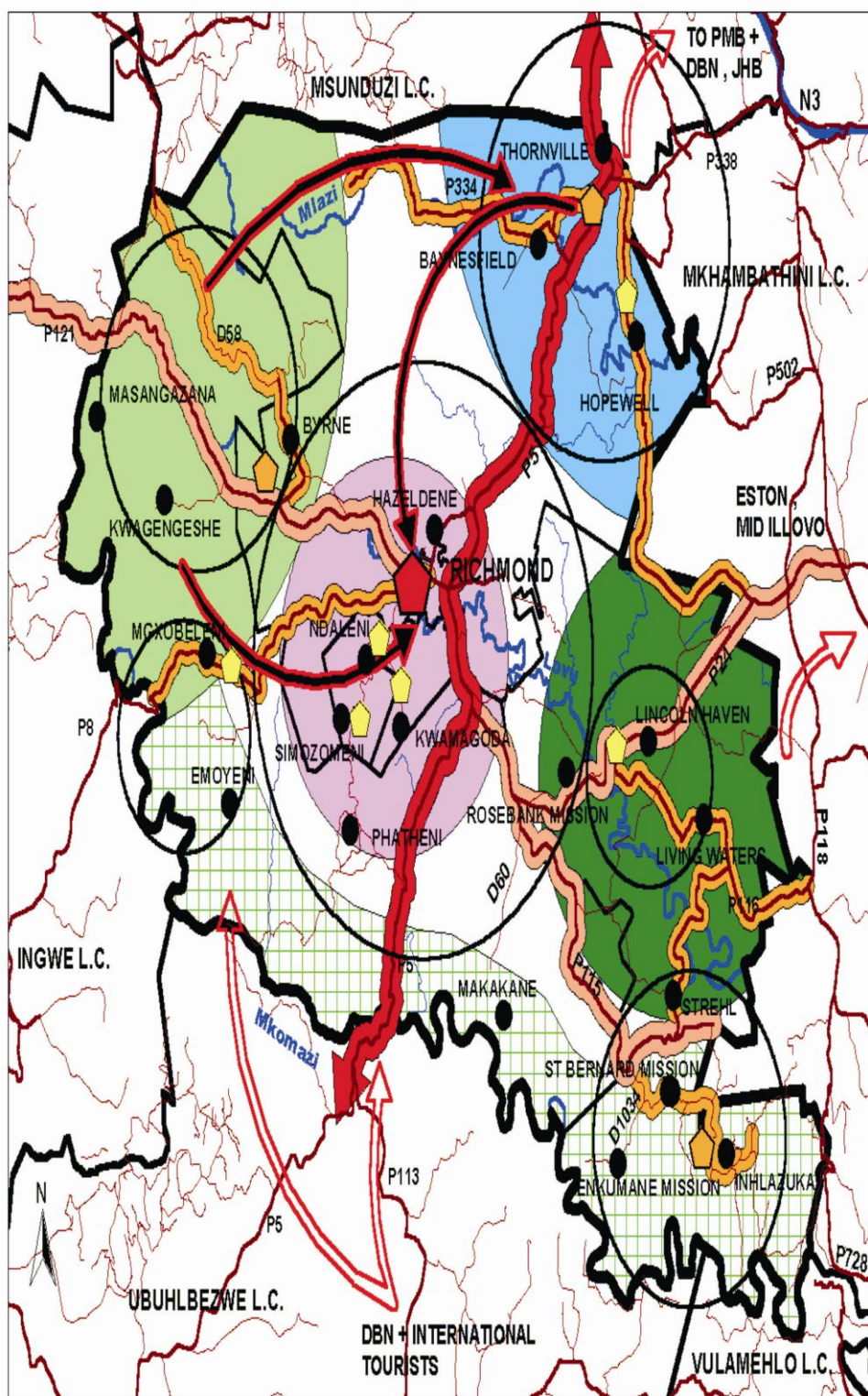


The Cluster Model has led to the establishment of shared services in the District, which also lead to better utilisation of resources. Shared services are now used in the fields of Internal Audit, Performance Management, Integrated Development Planning and Information and Communications Technology. This approach is having the effect that our family of Municipalities in the District are all benefitting from the scarce resources and expertise available within the District. Each cluster is chaired by municipal Managers as indicated in the diagram above.

SECTION D: OVERVIEW OF THE RICHMOND SPATIAL DEVELOPMENT FRAMEWORK

(A Full Document to Be Attached As Annexure A)

RICHMOND SPATIAL DEVELOPMENT FRAMEWORK



RICHMOND IDP -SPATIAL FRAMEWORK- ECONOMIC FRAMEWORK

KEY :

- KZ 227
- Local Municipal Boundaries
- Settlements
- Potential Economic Links
 - External Links
 - Internal Links
 - Cluster Size by population
- Roads Legend
 - National Roads
 - Main Roads
 - District Roads
 - Local Roads
 - Community Access
- Economic Corridors
 - Urban / Residential , Primary Corridor
 - Agric / Resident , Secondary Corridor
 - Agricultural , Tertiary Corridor
- Wards
 - Wards
- Rivers
 - Primary
 - Secondary
- Economic Influences
 - Manufacturing
 - Tourism / Agriculture
 - Tourism Corridor
 - Service & Manufacturing
 - Sugar Cane / Agriculture
- Centre Hierarchy
 - Primary
 - Secondary
 - Tertiary

PREPARED FOR :

RICHMOND MUNICIPALITY

PREPARED BY:

IYER ROTH AUG COLLABORATIVE

AND

GEO-DYNAMIC SYSTEMS

Date : 22 March 2002

Richmond Town

Location

The Richmond Town is located more or less at the intersection of two main roads i.e. R56 and R624. The R56 provides the municipal area with linkages to Pietermaritzburg, Ixopo, Umzimkhulu and Kokstad whilst the R624 provides linkages to Camperdown, Creighton and Bulwer. In addition, the R624 provides a link to a national road (N2) which is the main link between Johannesburg and Durban. The Provincial Spatial Economic Development Strategy has identified key investment nodes and activity corridors within the province. The town of Richmond has been identified as a node with a rating of 4th most important. In addition an agricultural activity corridor has been identified which links Richmond to other important nodes i.e. the Kokstad/Ixopo/Pietermaritzburg corridor. The Richmond Village is the municipal centre and is located approximately 38km south west of Pietermaritzburg. The village of Richmond is the economic hub of the Municipality and serves as an administrative and commercial centre for the entire municipal area.

The analysis of the land use pattern within Richmond can be found on map 8.

The Thornville area is poorly planned. As such, it does not have a clearly defined road network, except within the core commercial area. Its structure is dictated upon by the provincial roads that run through the area. However, due to its proximity to Pietermaritzburg (the Capital of the Province) and the N3 Corridor – the industrial potential of the Thornville is being explored in terms of the Baynesfield/Thornville and Hopewell Framework Plan which seeks to establish the economic and social hub of the area.

RICHMOND SPATIAL DEVELOPMENT FRAMEWORK

The aim of the Spatial Development Framework (SDF) is to identify areas suitable for various types of integrated development in a formalised and extensive manner.

Primary Development Corridors

The road linking Richmond, Pietermaritzburg and Ixopo (R56) (secondary corridor) serves as a trade route and collector distributor route to the N3. It also provides a link to Durban (N3 corridor). Any proposed development along this route should have a positive economic and social impact to local communities, making use of nodes as focal points with a view that in future a more linear approach will suffice. This is in line with the National Spatial Development Programme (NSDP) principles of ensuring that development has positive outcomes on the local residents thus addressing social inequalities.

The importance of the route has also been identified in the Provincial Spatial and Economic Development Strategy (PSEDS) as a secondary and agricultural corridor within the Province (route which serves areas of high poverty levels and good economic development potential). The identification of the R56 as a primary corridor is also in line with the other spatial economic development principles proposed in the reviewed SDF.

Secondary Development Corridors

Secondary corridors link the urban centre to the developing areas within Richmond and the neighboring towns/areas.

These include the following:

The P24 to Camperdown/Cato Ridge (Mkhambathini Municipality) which provides an opportunity to link with other commercial farming district.

The P115 to the coastal areas. It has the potential to serve as a major tourist access route to the coastal beaches. The P121 to Bulwer. This road should facilitate development and service delivery in the surrounding rural areas.

Secondary development corridors facilitate and strengthen relationship between primary and secondary centres, thus ensuring that development initiatives taking place at a primary node will have trickle down effects and would therefore have an impact on the sustainability of economic potential identified.

Internal Circulation and Link Roads

These facilitate linkages between settlements and serve as strategic areas for the location of public facilities. They also form the basis for the identification of settlement webs. The tertiary corridors identified include the D58, P334, P116, P8-1, P117, P257, D158, D1034, D1036 and internal roads within the Greater Ndalen area.

Nodal/Settlement Areas

Primary Node

Richmond has been identified as the only primary node within the municipality. The town serves as an important service centre in terms of administrative and business functions. As an administrative centre it accommodates the municipal offices and the regional offices of some government departments. However, over the last few years the economy of the town has declined. This is signalled by decaying buildings, lack of new investment, deteriorating infrastructure and lack of spatial and economic vision for the town.

This has impacted negatively on the ability of the town to play its service centre role effectively, attract new investment and to diversify. This has resulted in the leakage of purchasing power to Pietermaritzburg.

A project to deal with these issues has been initiated i.e. Richmond Town Regeneration Strategy. The project aims to facilitate growth in the economic sector by creating an environment which will be conducive to economic growth in Richmond as well as enhancing the economic management capacity of the municipality.

The town has been divided into precincts i.e. functional areas with a particular identity to be planned as a unit. The precincts identified include (refer to Map 12):

Commercial: located within the central portion of the town and would permit retail, office, etc. enterprises.

Industrial: is located in the northern portion of the town and has been divided into two i.e. low impact and medium impact industrial.

Low impact industrial: accommodate a mix of light and service industries and act as an interface with other industrial zones.

Medium impact industrial: accommodates a mix of industrial and related land uses and activities.

Civic and social: is located within the commercial precinct and provides for land and buildings associated with public and private service providers and administrative and government functions e.g. health, pension offices, community halls, etc.

Tourism: located at one of the entrances to the town i.e. off the R56. The precinct can be used to house the tourism information offices and other tourist developments/initiatives. The location is ideal to intercept tourists traveling along the R56 to other tourist areas.

Transition precincts: can be used to accommodate future commercial or light industrial developments should the vacant sites within the identified precincts be fully utilized

The plan for each precinct should indicate the land use activities, development parameters, architectural guidelines, landscaping, etc.

The LED plan proposed additional developments for the planning area. These include a vegetable market and additional commercial development.

Secondary Node

Thornville has been identified as the only secondary node within the municipality. The Thornville node consists of some economic activities as already indicated. The Thornville area is located along the R56 primary development corridor and has the potential to develop further in the future. It should be strengthened in line with the NSDP principle of encouraging development in competitive areas. Proposals for the area include:

Residential: its close proximity to Pietermaritzburg should be exploited in terms of potential residential developments to provide individuals working in Pietermaritzburg with alternate residential opportunities. There are a number of small holdings in the area (indicated as residential sites). The development controls for these sites should be reviewed so as to allow for 2-3 additional dwellings on the property. These can then be marketed as rental/medium density housing as the medium density market within Pietermaritzburg is currently limited. In addition, a low cost housing project has also been proposed for the area. The proposed layout makes provision for a cemetery and agricultural area for the beneficiaries. Low impact industries: accommodate a mix of light and service industries which can facilitate local economic development and employment industries. Intensive agriculture: intensive production of poultry, eggs, livestock, crops, nursery, agricultural products and may include the processing and sale of these products.

General mixed use: allows for a range of complimentary land uses with varying degrees of mix and may include retail/commercial/business, services, industrial, administrative and community uses. Forestry: growing of trees with the permission from the Departments of Water Affairs and Agriculture.

Tertiary Nodes/Settlement Areas

Three settlement areas were identified viz. Hopewell, Greater Ndaleni and Inhlazuka. These areas have been established for settlement purposes. There are currently limited developments in these areas e.g. commercial, education, etc. Tertiary nodes have been identified at strategic locations within these settlement areas. The Hopewell area currently consists of extensive residential and some commercial and social developments. The majority of commercial and other developments are along the main road leading into Hopewell. The following are proposed for the area.

Residential: provides for land and buildings for a variety of housing types ranging from areas that are almost entirely residential to those that consist of a mix of other compatible land uses.

Civic and Social: provides for land and buildings for educational, health, pension payout, community halls, and etc purposes.

General mixed use: allows for a range of complimentary land uses with varying degrees of mix and may include retail/commercial/business, services, industrial, administrative and community uses.

Extensive agriculture: extensive grazing of livestock, crop production and other agricultural activities.

The Greater Ndaleni settlement area incorporates Ndaleni, Simozomeni and the Kwamagoda areas. The area is currently developing and has the potential for the agglomeration of services. The following are proposed

Residential: there are existing dwellings and plans for the construction of low cost housing in the area.

General mixed use: there is potential to promote a section of the area for mixed use development as there are currently a number of commercial, educational, worship, health, etc uses in the particular area and the creation of a mixed use area would promote further development.

Extensive agriculture: the areas in the southern portion can be used to promote agricultural and livestock farming.

Forestry: the areas in the central portion are steep in character and should therefore be used to promote forestry operations.

Three tertiary nodes have been identified i.e. at Ndaleni, Kwamagoda and Simozomeni. These areas currently have some form of development and it is proposed that further developments be concentrated in these locations as well.

It is proposed that a bridge be constructed at a point along the north eastern boundary thus providing individuals with direct access into the town of Richmond.

The Inhlazuka area is rural in character with the majority of the area being steep in character. The settlements are scattered throughout the traditional authority area and have some road infrastructure. The focus for this planning area should therefore be on the provision of basic services e.g. rural housing, basic infrastructure, etc. One tertiary node has been identified within Inhlazuka

Future Housing

Planned Rural Housing

The municipality's housing sector plan identifies areas for rural housing projects i.e. Inhlazuka, Zwelethu, Phatheni, St Bernard and Amandus Hill. Rural housing has been identified as one of the priorities of the KZN MEC for Human Settlement and will be undertaken in terms of the Department of Human Settlement's Rural Subsidy mechanism i.e. in-situ upgrade. In addition, medium density housing has also been identified as a priority which should be provided within the Richmond Town.

Potential Low Cost Housing Development Window Areas

These areas were identified in the study undertaken by the District i.e. Land Assessment for Housing Development. A negative mapping exercise of the municipal area was undertaken to determine areas which are suitable for low cost housing.

From the assessment that was undertaken, land which can be considered for the development of low – cost housing within the municipality is scarce and this is due to the fact that opportunity areas are environmentally sensitive, have high agricultural value, steep sloped, protected, etc. Hence, land suitable for low – cost housing development is mainly within the Thornville, Hopewell, Lincolnhaven and Inhlazuka areas.

Agricultural Land

The Richmond Municipality is well endowed with high agricultural potential land, which should be preserved and protected from the encroachment of settlement development. The local

economy is largely dependant on agricultural activities with commercial agriculture and forestry dominating the land use. However, access to land as a resource should be broadened to include the previously disadvantaged using appropriate government programmes. Agricultural land provides an opportunity for local economic development and job creation in Richmond. Its value should be enhanced and local communities assisted to make optimal use of this land. The following proposals are made with regard to this land:

The municipality, in conjunction with the Departments of Agriculture, and Economic Development should initiate an agricultural programme in Richmond.

Agricultural land in land reform areas should be identified as special areas for agricultural development. Irrigation schemes should also be established along riverine systems.

In light of the above it is therefore important that the high agricultural land within the municipal be protected so that it continues to make a contribution to the local economy.

Environmental Management

The municipal area contains sites of environmental sensitivity which should be afforded protection so as to be preserved for future generations. The municipality's IDP recognizes the importance of these areas and the adoption of the LUMS for the municipality will identify priority areas for management and types of development and will suggest appropriate management techniques to ensure that these assets are not undermined during development. In this regard the areas identified by KZN Wildlife as mandatory reserves need to be protected from developments which may have a negative impact as it contains flora and fauna which are found/breed only in these areas. In addition, KZN wildlife has initiated a Stewardship programme in which landowners are given an opportunity to play an important role in the conservation of the country's natural heritage. In this regard a site within Richmond has been identified i.e. Roselands. It is therefore important for this area to be protected so as to ensure the continued breeding of the blue swallow.

Tourism

Apart from agriculture and other development initiatives, tourism can also play a pivotal role in the advancement of communities. As such a tourism development corridor and eco-tourism site has been identified. Despite the area having low levels of development its strength lies in the scenic views they provide to surrounding areas.

Tourism related activities, which can be encouraged, in these areas include the following:

- Establishment of the cultural villages.
- Establishment of viewing points/decks.
- Craft centres.
- Hiking.
- Mountain Biking.
- Horse riding
- River rafting etc.

The above-mentioned tourism activities can offer tourists an ideal opportunity to experience the attractive landscape found within the Richmond Local Municipality. However, for such activities to occur, a proper marketing strategy will be essential. This emphasizes the need for the municipality to develop an overall tourism strategy for the municipal wide area. The focus for tourism development should be along the southern boundary of the municipal area (Umkomaas Valley). In addition the LED strategy identified a potential eco-tourism venture on the farm Process Kraal.

SECTION E: SECTOR INVOLVEMENT

Introduction

At recently held Integrated Development Plan Alignment Meetings – information was obtained from Sector Departments and is recorded hereunder in order to measure the Performance of Sector Departments in Municipal areas and to make them more accountable in their planning and delivery. At the end of this section is a table indicating sector departments who had information available.

It must be noted that the Richmond Municipality, as contained in its Process Plan will undertake rigorous Richmond Integrated Development Plan/Sector Department Plan Alignment after the adoption of the first draft of the Budget and will thereafter, on a continuous basis feed information to sector departments in the hope of aligning projects and budgets and to somehow ensure that Sector Department Plans are informed by the needs of the community.

Information Received

The following sector departments and stakeholders had contributed to the projects contained in the Richmond Municipality Integrated Development Plan Review 2010/2011:

These Projects listed on the table below are from **Department of Economic Development and Tourism**.

PROJECT NAME	PURPOSE	BUDGET	PROJECT STATUS
Mpofana N3 Trading Centre	Provide Feasibility Study & BP for rural trading centre concept	R 388 000	Feasibility and BP complete
Mpofana Tendela Trading Centre	Provide Feasibility Study & BP for rural trading centre concept	R 200 000	Feasibility and BP complete
Edendale SMME Incubator	Provide Feasibility Study & BP for SMME Incubator concept	R 200 000	Feasibility and BP complete
GED I			
Gijima KZN Programme (20 projects)	Manage and facilitate the implementation of EU funded LED projects	R 15 000 000	20 Gijima projects were completed and closed out
Richmond Special Development initiative (RSDI) Toll over project 3 years	Establish LED PMU in Richmond to enhance LED in the area and create LED capacity for the Municipality taking the needs of ex-combatants and victims of violence into consideration	R4 200 000	PMU established 15 months since inception PSC established PMC established AWP's processed SPF established

Department Economic Development and Tourism projects continues

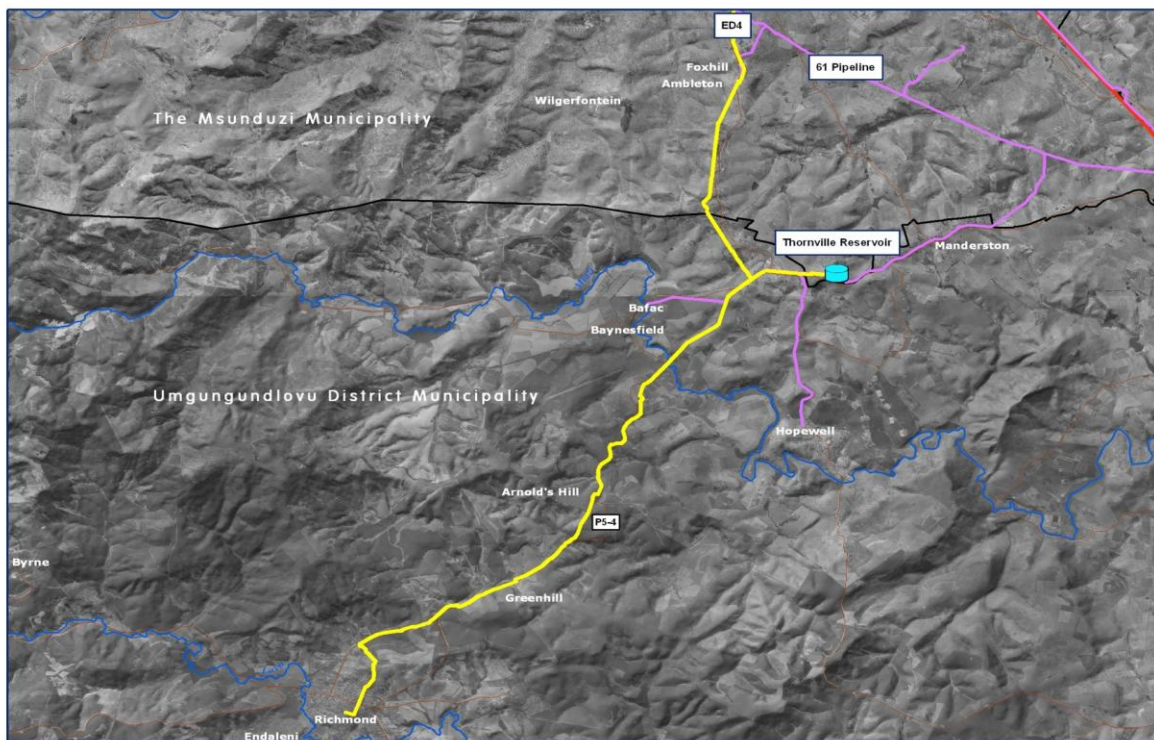
PROJECT NAME	PURPOSE	BUDGET	PROJECT STATUS
Richmond Special Development initiative (RSDI)	Establish LED PMU in Richmond to enhance LED in the area and create LED capacity for the Municipality taking the needs of ex-combatants and victims of violence into consideration	R4.3 million	<ul style="list-style-type: none"> Project 15 months in progress of 36 month project PMU established LED helpdesk established Work Plan Formulated Assist SPF applicants
RSDI Strategic Project Fund (SPF)	To develop and implement effective sustainable LED projects in Richmond to benefit the local partnerships in accordance with the approved grant criteria and procedures	R12 million	<ul style="list-style-type: none"> 1st call for proposals were processed 9 applications received Evaluation of projects pending Contracting with successful projects pending More calls for proposals pending
Gijima KZN Close out final roll over projects	Project manage and facilitate the implementation of EU funded LED projects in KZN (2projects)	R 6 million	<ul style="list-style-type: none"> Two projects will be complete and closed out by August 2010. (Stables Wine Estate & Swayimane projects)

UMNGENI WATER PROJECTS:

PROJECT NAME					
The Mkomazi Water Supply Project	If water demands continue to grow at current rates, then even with water demand management initiatives in place, the safe assured yield may be exceeded when MMTS-2 is commissioned. The purpose is therefore to	Ingwe, Richmond, Mkhambathini and Impendle Municipalities.	- Phase 1 will involve the construction of Smithfield Dam, located along the central reaches of the Mkomazi River (Ingwe Local Municipality). A tunnel/pipeline & WTP in Richmond Local Municipality will transfer the	Project Planning: DWA and Umgeni Water. Initiation of the feasibility study for water resource component has been delayed due to capacity constraints at DWA; therefore the feasibility study for the water	Total Project Cost for Infrastructure Component: R3,202,104,000.

	augment the water resources.		water to the Umlaas Road Reservoir in Mkhambathini Local Municipality. Phase 2 will be implemented once the yield of the Smithfield Dam has been fully utilised and will involve the construction of a second dam (Impendle Dam located in Impendle Local Municipality) upstream of the proposed Smithfield Dam.	infrastructure component has also been delayed (water resource component is an input into the water infrastructure component). DWA have drawn up the ToR for the Project Co-ordinator and this is anticipated to be advertised this year. Most optimistic date for commissioning is 2020.	
The Richmond Pipeline	Serve the potable water demands of greater Richmond and tie into the existing Thornville sub-system.	Ward 18 in The Msunduzi Municipality and Wards 1, 3, 4 and 7 in the Richmond Municipality.	31,2km long section of 450mm diameter pipeline and a new booster pump station.	Is in the design phase.	R 236 777 000.00

RICHMOND PIPELINE FOR WATER SUPPLY



- Purpose: Serve the potable water demands of greater Richmond and tie into the existing Thornville sub-system.
- Location: Ward 18 in The Msunduzi Municipality and Wards 1, 3, 4 and 7 in the Richmond Municipality.

DEPARTMENT OF AGRICULTURE

FOOD SECURITY PROGRAMME

PROJECT STARTER PACK

PROJECT NAME	WARD	PROJECT TYPE
1.Mathiya Coop	5	Vegetables
2. Isifade	5	Vegetables
3. Indaleni Clinic	2	Vegetables
4. Richmond Day Care Centre	2	Vegetables
5. Tholeni	3	Vegetables
6. Maromeni St. Benard	7	Vegetables
7. Sizanazo	6	Vegetables
8.Thandokuhle	6	Vegetables
9. Vezokuhle	6	Vegetables
10. Mbuthweni	6	Vegetables

SCHOOL GARDEN PROJECTS

NAME OF SCHOOL	GROUNG PERSON TRAINED
Mantsholwane	Yes
Esimozomeni P	Yes
Indaleni P	Yes
Malizayo P	No
Mthombowolwazi P	Yes
Shiyampahla P	No
Kwamlamuli P	Yes
Funudu H	Yes
Mantsholwane	Yes
Esimozomeni P	Yes

Provincial Department of Land Affairs: Land Claims Commission: summary of Lodged Claims

Lodged claims includes Duplicates	66
Lodged claims excludes duplicates	41
Outstanding claims	32

DEPARTMENT OF ART AND CULTURE

- Priority 7: Social and economic infrastructure
- Increase access to ICT in community libraries.
- Providing communities with Social Infrastructure in the form of fully equipped Community Arts Centres and Public Libraries
- Priority 8: cohesive and sustainable communities
- Improving the spirit of activism and the spirit of patriotism to decrease incidents of all social ills, crime, disease, xenophobia

Hopewell which is under Richmond Municipality is one of the areas that are going to benefit from the projects from DoAC

<u>Project/Programme</u>	<u>Proposed Cost</u>	<u>Proposed project start date</u>	<u>RESPONSIBLE OFFICIAL/ DEPARTMENT</u>
<ul style="list-style-type: none"> • Richmond Library Library Internet café facility. Ward 1. • Howick (Library Internet café facility 	R250 000 set up plus annual ongoing connectivity costs and cybercadet salaries of R120 000. R 250 000 set up plus annual ongoing connectivity costs and cybercadet salaries of R 120 000.	April 2010 2010/2011	Ms.C.Slater 033 341 3000 Ms.C.Slater 033 341 3000

ESKOM

Status of Electrification

Number	Municipality Name	Total no of Households	No of Households Electrified	No of Households Not Electrified
DC22	uMgungundlovu			
KZ 227	Richmond	12,537	6,861	5,676

Observing from the table above Richmond has 6,861 No of households that have been electrified leaving 5,676 households not electrified.

Department of Health

Service Platform

Category	No	Level of Care	Name	Municipality	Current Status
Hospitals	1	Tertiary	Greys	Msunduzi	80% Tertiary 20% Regional
	1	Regional	Edendale	Msunduzi	60% Regional 40% District
	2	District Hospital	Northdale	Msunduzi	100% District
			Appelsbosch	Umschwati	100% District with some TB services as well
	2	TB Hospital	Richmond	Richmond	TB Retreatment and Step-Down
			Doris Goodwin	Msunduzi	TB, MDR and Step-Down
	2	Psychiatric Hospital	Fort Napier	Msunduzi	Specialised Psychiatric (Forensic)
			Townhill	Msunduzi	Specialised psychiatric (Acute, Sub-acute and psycho geriatric)
	1	Care and Rehabilitation	UMngeni	Umngeni	Specialised Care

HIV/AIDS CURRENT STATUS

- Edendale Hospital – 10 723 clients
- Northdale Hospital – 7321 clients
- Greys Hospital – 1455 clients
- Appelsbosch Hospital – 2499 clients
- Imbalenhle CHC – 3378 clients
- Bruntville CHC - 1097 clients
- EastBoom CHC - 4466 clients
- CAPRISA – 948 clients
- Richmond Hospital – 53 clients
- Richmond Clinic - 1703 clients

DEPARTMENT OF TRANSPORT

Declared Road Network					
APPROXIMATE Kms for DC 22					
	Blacktop	Gravel	Local Rd	A Roads	TOTAL
Area	km	km	Gravel km	Gravel km	
KZ 221	261.10	378.47	24.47	337.20	1,001.24
KZ 222	184.19	277.88	41.79	5.50	509.36
KZ 223	141.56	271.08	20.25	0.40	433.29
KZ 224	35.59	211.00	22.14	130.20	398.93
KZ 225	101.84	147.10	60.41	127.59	436.94
KZ 226	141.76	226.73	25.99	117.50	511.98
KZ 227	116.96	237.21	34.79	22.70	411.66
TOTALS	983.00	1,749.47	229.84	741.09	3,703.40

LOCAL ROADS - MPUMALANGA 2010/11			
KZ 226/7	Construction of Mophela Rd TO BE DONE - 2009/10		2.5
KZ 226/7	Re-gravelling of various Local Roads	1,000,000	
Allocation	4,842,080.00	4,850,000.00	13.1

LOCAL ROADS - MPUMALANGA 2011/12			
KZ 226/7	Construction of Emagadini Rd	875,000	2.5
KZ 226/7	Construction of Mthembu Road	700,000	2
KZ 226/7	Construction of Cabazini Rd	830,000	2.5
KZ 226/7	Construction of Mhlambamasoka Rd	525,000	1.5
KZ 226/7	Construction of Luzizi Rd	700,000	2
KZ 226/7	Construction of Nonkemba Rd	700,000	2
KZ 226/7	Gravelling Local Roads	755,000	
ALLOCATION	5,084,184.00	5,085,000.00	12.5

SECTION F: IMPLEMENTATION PLAN

Financial issues, especially the affordability and availability of funding in terms of operating and capital, for the continued viability of the Municipality and the delivery of services is an ongoing issue that requires constant attention by the relevant structures of the Municipality to deliver on its developmental mandate.

The Richmond Municipality is intensely aware of the financial pressures it faces in terms of building on its institutional capacity to ensure that it delivers at an optimum level. The Municipality is required to formulate a number of strategies to facilitate the actual implementation of this Integrated Development Plan and these include:

The Municipality has formulated and adopted the following financial related policies to effectively address its financial management system:

- Cash Management and Investment Policy
- Credit Control and Debt Collection
- Tariff Setting Policy
- Rates Policy

Further to the above, as a key performance indicators requiring attention to respond to the above policies, the following policies have been drafted and are awaiting adoption:

- The Municipal Property Rates Act is being implemented and the applicable policies are being implemented to ensure that suitable rebates are implemented
- In terms of Sections, the Municipality will develop a budgetary system that increases ownership of the budgetary process by departmental heads
- The Municipality will leverage increased grants from suitable funders.
- The Municipality will undertake to ensure the reduction of debt by implementing the approved credit control and debt collection policy.
- The Municipality will formulate and implement an Asset Management Policy and Plan as part of its annual budgetary processes and GRAP conversion.
- The Municipality will continue to develop a budgetary system that projects at least three years in advance from the forthcoming year. This is in line with the recommendations of the MFMA.

The purpose of the Medium Term Expenditure Framework is to set out a three year framework for money planned for capital investment programmes required to obtain the Integrated Development Plan objectives. Although the Municipality does formulate its budget as a three year forecast – its capital projects need to be aligned on a three year implementation plan to ensure maximum alignment is obtained in all regards.

MIG allocations, to a large extent, form a large portion of the external sources of funds granted to the Richmond Municipality for use for identified and prioritised capital projects. In terms of the MIG allocations, the Richmond Municipality is to receive the following allocations over the three year period: It is the intention of the Municipality to be vigorous in its implementation of MIG approved projects in the hope that the Richmond Municipality will receive an allocation over and above the amounts gazetted so as to increase output in terms of delivery.

3 YEAR CAPITAL PLAN 2010/2011 – 2012/2013

Municipal Infrastructure Grant					
AGENT	PROJECT TITLE	WARD	2010/2011	2011/2012	2012/2013
KZ227-Richmond	Mpofana Sports Field	5	R 4 500 000		
	Mzinolovu Sports Field	3	R4 500 000		
	Nkumane Community Hall	5		R 3 389 810	
	Hopewell stormwater and gravel road	4		R3 000 000	
	Harare Bridge	2		R 1 312 500	
	Mancinza Road	6		R 1 312 500	
	Hopewell Taxi Rank	4	R 1 668 000		
	Richmond Taxi Rank	1	R 556 000		
	Ndalení sidewalks	2		R 2 610 190	
	Mkhobeni access road	7		R1 875 000	
	Magoda 17 access road	7			R3 353 500
	Maqhudeni access road	2			R3 353 500
	Maqunda access road	4			R3 353 500
	Bulawayo soccerfield	7			R3 000 000
	Slahla 13 access road	6			R3 353 500
TOTAL			R11,224,000	R13,500,000	R16,414,000
SMALL TOWN REHABILITATION PROJECTS					
	Retail market facility	1	R 6 300 000		
	CBD Street Rehabilitation	1	R4 000 000		
TOTAL			R10 3000 000		
KZ227 Richmond	DEPARTMENT OF HUMAN SETTLEMENT				
	Siyathuthuka Phase 2	2	R6 011 500		
	Nhlazuka Housing	5	R 6 484 752		
	Patheni Housing	6	R14 223 748		
	Bhongoza informal settlement				
	Zwelethu Housing	3			
	Middle income Housing	1			
K Z 227 Richmond	DEPARTMENT OF TECHNICAL SERVICES				
	1 x Steam Cleaner		R6 000.00		
	Fridge		R 2 500.00		
	2x Air conditioners		R10 000.00		
	Upgrade works yard change rooms		R25 000.00		
	Works yard fencing		R100 000.00		
	1 x 3 Ton long reach trolley jack		R 3 500.00		
	1 Mini Trucks and cab		R200 000.00		
	1 x 10 ton body repair kit		R3 600.00		
	1 x Vehicle and Canopy		R130 000.00		

	3 x Brush cutters		R15 000.00		
	Steel locker		R30 000.00		
	Upgrade of workshop shelter		R75 000.00		
	Upgrade of security guard house		R10 000.00		
	Photo copier/Printer/Fax		R2 500.00		
	Tools		R5000.00		
	1 x vehicle (building and maintenance officer)		R100 000.00		
	1 x air conditioner		R 5000.00		
	Chairs and Tables		R80 000.00		
	Electrical Tubing of Smozomeni hall		R50 000.00		
	1x trailer		R35000.00		
	1x primer spray pump		R 5000.00		
	1x Wacker		R30 000.00		
	1 x wheel generator		R25000.00		
	1 x tipper truck		R 550 000.00		
	1 refuse Truck		R12000 000.00		
	1 laptop soft ware		R 15000.00		
	1x map Cabinet		R25000.00		
TOTAL			R24 735 600		
OFFICE OF THE MUNICIPAL MANAGER					
	Computer and equipment upgrade		R 10 000.00		
	Office furniture		R10 000.00		
TOTAL			R20 000.00		
DEPARTMENT OF CORPORATE SERVICES					
	1x Desk Top		R5000.00		
	1x Digital recording system		R8000.00		
	2 x Digital attendance register		R 12000.00		
	Loud hailer system		R 10 000.00		
	Security Measures		R10 000.00		
	Mayoral vehicle		R370 000.00		
TOTAL			R40 000.00		
DEPARTMENT OF FINANCIAL SERVICES					
	1 x fridge		R2 500.00		
TOTAL			R2 500.00		
DEPARTMENT OF COMMUNITY SERVICES					
	Office furniture for community service officer		R5000.00		
	1 x Fax/copier/printer machine		R 2000.00		
	1 x Fax/copier/printer machine		R 2000.00		
	1 x Fax/copier/printer machine		R 2000.00		
	1 x New Hand Alco testers		R10 000.00		
	Office equipment and furniture		R 5000.00		
	Office equipment and furniture		R 5000.00		
TOTAL			R31 000.00		

SECTION G: PROJECTS

Various programmes and projects have been identified by the Richmond Municipality to meet challenges and to improve the quality of life for the Richmond Community. In the expectation of service delivery, cognizance however must be taken of the fact that the availability of committed funding far outweighs the requirements in terms of delivery of infrastructure, facilities and services.

Projects have been prioritized to meet community's expectations. The following principles have been used: urgency, sustainability and the legal requirements. In the prioritization and allocation of resources the Richmond Municipality is guided by objectives and strategies of the IDP in striving to realize the vision of the Richmond Community.

The following table depicts projects and programmes per Key Performance Area to be implemented in the 2010/2011 financial year

PROJECTS/ PROGRAMMES	BUDGET	DEPARTMENT
BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT		
Mpofana Sports Field	R 4 500 000	Technical Services
Mzinolovu Sports Field	R 4 500 000	Technical Services
Hopewell Taxi Rank	R 1 668 000	Technical Services
Richmond Taxi Rank	R 556 000	Technical Services
Retail market facility	R6 300 000	Technical Services
Rebranding of Richmond Municipality	R 240 000	Technical Services
Nkumane Community Hall	R3 389 810	Technical Services
Siyathuthuka Phase 2	R 6 01 500	Technical Services
Inhlazuka Housing	R 34 000	Technical Services
Patheni Housing	R14 223 748	Technical Services
SOCIAL AND LOCAL ECONOMIC DEVELOPMENT		
Arts and culture	R10 000.000	Community Services
HIV/AIDS awareness	R10 000.000	Community Services
Sports and Recreation		Community Services
Kwanologa games		Community Services
Mayoral Games	R10 000.000	Council
Indlamu	R10 000.000	Council
Richmond Special Development initiative	R30 000 000	Corporate
SMME Training coordination	Initiative undertaken with SEDA at no cost to municipality	Corporate/SEDA
Tourism	R31 800.00	Corporate
Youth development	R30 000.00	Corporate

MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT

Review organizational structure	Done	Corporate
Review policies	Done	Corporate
Review bylaws	Done	Corporate
Implementation of the communication strategy	Done	Corporate
Implementation of the marketing strategy	Done	Corporate
Skills Development Plan	None	Corporate
Development of the Employment Equity Plan	None	Corporate

MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

Upgrade of the Financial System to produce all MFMA reports	Under going for upgrade	Finance
Intensive Debt collection Drive	R150 000	Finance
Free basic Services rollout	R 784 120	Finance

SECTION H:

SDBIP

(Template to be attached as annexure H)

THE SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN

The SDBIP provides the vital link between the mayor, council (executive) and the administration, and facilitates the process for holding management accountable for its performance. The SDBIP is a management, implementation and monitoring tool that will assist the mayor, councillors, municipal manager, senior managers and community.

It is the intention of the Richmond Municipality to formulate a well informed SDBIP in order to ensure that appropriate information is circulated internally and externally for purposes of monitoring the execution of the budget, performance of senior management and achievement of the strategic goals of the municipality as set out in the Integrated Development Plan Review 2010/2011. It will ensure that the Administrative Head (Municipal Manager) is able to monitor the performance of senior managers, the Mayor, in turn, to monitor the performance of the municipal manager and more importantly, it will ensure that the community is able to monitor the performance of the municipality. In order to achieve this, the SDBIP should therefore determine the performance agreements between the Mayor and the Municipal Manager and, again in turn, between the Municipal Manager and senior managers (Strategic Managers) formulated and signed at the start of every financial year and approved by the mayor.

The Concept of the SDBIP

Whilst the budget, which is informed by the IDP, sets the yearly service delivery and budget targets (revenue and expenditure per vote), it is imperative that in-year mechanisms are able to measure performance and progress on a continuous basis. Hence, the end-of-year targets must be based on quarterly and monthly targets, and the Municipal Manager must ensure that the budget is built around quarterly and monthly information. Being a start-of-year planning and target tool, the SDBIP gives meaning to both in-year reporting in terms of section 71 (monthly reporting), section 72 (mid-year report) and end of year annual reports.

The SDBIP is essentially the management tool which links each service delivery output to the budget of the municipality and also indicates the responsibilities and outputs for each of the senior managers in the top management team.

Being a management and implementation plan (and not a policy proposal), the SDBIP is not required to be approved by Council – HOWEVER it is required to be tabled before Council and made public for information and for purposes of monitoring.

Process of Formulation

Section 1 of the MFMA defines the SDBIP as:

“a detailed plan approved by the mayor of a municipality in terms of section 53(1)(c)(ii) for implementing the municipality’s delivery of services and the execution of its annual budget and which must include (as part of its top layer) the following:

- (a) Projections for each month of –*
 - (i) Revenue to be collected, by source: and*
 - (ii) Operational and capital expenditure, by vote:*
- (b) Service delivery targets and performance indicators for each quarter”.*

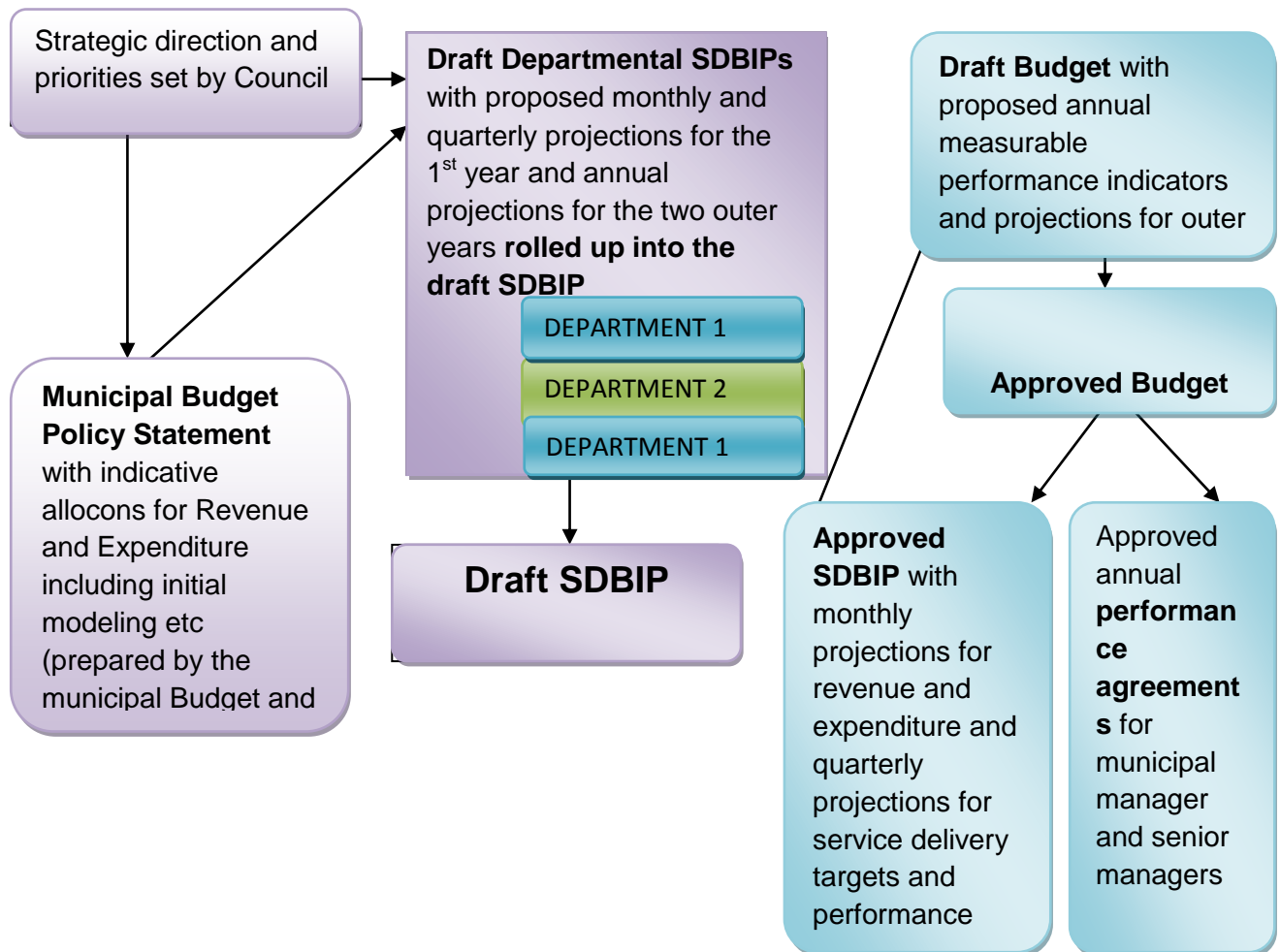
The Municipal Manager is responsible for the preparation of the SDBIP, which must be legally submitted to the mayor for approval once the budget has been approved by the council (around end-May or early-June of any financial year). Once the budget is approved by Council, the Municipal Manager should submit to the Mayor, the SDBIP together with the necessary performance agreements for final approval within 14 days after the approval of the budget.

Upon approval of the SDBIP and the performance agreements by the Mayor, it is imperative that the plan and agreements are made public within 14 days, preferably before 01 July of only financial year. It is noted that it is only the top layer (or high-level) details of the SDBIP that is required to be made public.

Timing and Methodology for Preparation of Service Delivery and Budget Implementation Plan (SDBIP)

The Municipal Finance Management Act, Act 56 of 2003, in specific, Section 69(3) (a) of the MFMA requires the Accounting Officer to submit a draft SDBIP to the mayor no later than 14 days after the approval of the budget and draft of the performance agreement as required in terms of Section 57(1) (b) of the Municipal Systems Act. The mayor must subsequently approve the SDBIP no later than 28 days after the approval of the budget in accordance with section 53(1) (c) (ii) of the MFMA.

Process for preparing and approving the SDBIP



Strategic direction and priorities set by Council

SECTION I: ORGANISATIONAL PERFORMANCE MANAGEMENT SYSTEM

GUIDING PRINCIPLES

The Richmond Municipality organizational will be guided by the following principles:

CONSULTATION	
<p>- You can tell us what you want from us You will be asked for your views on existing public services and may also tell us what new basic services you would like. All levels of society will be consulted and your feelings will be conveyed to Ministers, MECs and legislators.</p>	<p><u>The Principle:</u> You should be consulted about the level and quality of the public services you receive and, wherever possible, should be given a choice about the services that are offered</p>
SERVICE STANDARDS	
<p>- Insist that our promises are kept All national and provincial government departments will be required to publish service standards for existing and new services. Standards may not be lowered! They will be monitored at least once a year and be raised progressively.</p>	<p><u>The Principle:</u> You should be told what level and quality of public services you will receive so that you are aware of what to expect.</p>

ACCESS	
<p>- One and all should get their fair share Departments will have to set targets for extending access to public servants and public services. They should implement special programmes for improved service delivery to physically, socially and culturally disadvantaged persons.</p>	<p><u>The Principle:</u> You and all citizens should have equal access to the services to which you are entitled.</p>
COURTESY	
<p>- Don't accept insensitive treatment All departments must set standards for the treatment of the public and incorporate these into their Codes of Conduct, vales and training programmes. Staff performance will be regularly monitored, and discourtesy will not be tolerated.</p>	<p><u>The Principle:</u> You should be treated with courtesy and consideration</p>
INFORMATION	
<p>- You're entitled to full particulars You will get full, accurate and up-to-date facts about services you are entitled to. Information should be provided at service points and in local media and languages. Contact numbers and names should appear in all departmental communications.</p>	<p><u>The Principle:</u> You should be given full, accurate information about the public services you are entitled to receive</p>

OPENNESS AND TRANSPARENCY	
<p>- Administration must be an open book You'll have the right to know. Departmental staff numbers, particulars of senior officials, expenditure and performance against standards will not be secret. Reports to citizens will be widely published and submitted to legislatures.</p>	<p><u>The Principle:</u> You should be told how national and provincial departments are run, how much they cost, and who is in charge.</p>

REDRESS	
<p>- Your complaints must spark positive action Mechanisms for recording any public dissatisfaction will be established and all staff will be trained to handle your complaints fast and efficiently. You will receive regular feedback on the outcomes.</p>	<p><u>The Principle:</u> If the promised standard of service is not delivered, you should be offered an apology</p>
VALUE FOR MONEY	
<p>- Your money should be employed wisely You pay income tax, VAT and other taxes to finance the administration of the country. You have the right to insist that your money should be used properly. Departments owe you proof that efficiency, savings and improved service delivery are on the agenda.</p>	<p><u>The Principle:</u> Public services should be provided economically and efficiently in order to give you the best possible value for money.</p>

Although the Richmond Municipality has developed a Performance Management System, practice has indicated that the System may not be as user-friendly as was intended. It is now fundamental that the Municipality review the entire System to ensure that it is understood and implementable thus ensuring that the Citizens Participation Charter is well informed. To date no organizational performance review has taken place although it is the intention to ensure that the performance of the organisation as well as applicable Managers is undertaken prior to the end of the 2008/2009 financial year. It is therefore imperative that Performance Audit Committee is established in order to measure performance to date in terms of the 2008/2009 SDBIP formulated. The review of performance will enable the Municipality to identify areas requiring attention.

The objectives of the Municipality, as set out in the Constitution of the Republic of South Africa, are recorded as follows:

- To provide democratic and accountable government for local communities
- To ensure the provision of services to communities in a sustainable manner
- To promote social and economic development
- To promote and safe and healthy environmental, and
- To encourage the involvement of communities in matters of local government

- In line with the above, the formulation of the Integrated Development Plan to inform the Budget of the Municipality which is aligned to the PMS and the processes in terms of Mayoral Integrated Development Plan/Budget Izimbizo, participation by Ward Committees and Communities together with the developed Communication Strategy and resultant Citizens Participation Charter is responsive to the above objectives.

In order to address any inherent risks which may be identified, it is imperative that the following receives the necessary attention:

- Refined SDBIP catering for activities and deliverables with associated milestones, SMART indicators with more realistic targets
- Bi-Monthly high-level departmental report indicating departmental and organizational performance in terms of indicators and targets set
- Action, in terms of reports submitted, to be undertaken to ensure that any hint of non-performance can be addressed timeously
- Quarterly appraisals to be undertaken for the Municipal Manager and each Departmental Head
- The Municipality must consider the establishment of a PMS Unit or alternatively Good Government Unit to ensure that the strategic approach (Integrated Development Plan) in terms of delivery through the PMS is achieved (the necessary provisions in terms of finances and human capacity must be made in order to ensure that any audit does not deliver negative results)
- Skills training together with capacity building must be undertaken for officials appointed or seconded to PMS / Good Governance Unit
- Capacity Building for the Mayor in terms of the SDBIP formulated for the Municipal Manager

On a lighter note, the following can be recorded as the Municipality's accomplishments to date:

- 2007/2008 Annual Report formulated and adopted by Council together with the Oversight Report
- Signature of Performance Agreements by Section 57 Employees
- Development of Communication Strategy together with Citizens Participation Charter
- Formulation and implementation of SDBIP

The following key outputs are identified:

- Assess and review current PMS and refine to current realities and expected implementation in terms of targets to be met
- The outcome of the assessment in terms of any gaps identified must be analysed in terms of Integrated Development Plan and PMS requirements

- Development of the Municipal Scorecard as well as the development of Municipal Indicators in order to address backlogs in terms of the SMART principles
- Stakeholder input on the draft scorecard
- Finalised scorecards for Council approval as a performance planning and measurement tool

The annual reports have been developed for the last two years. 2006/2007 financial year was the first year that the Richmond had produced an oversight report. The Richmond Municipality, in terms of the outcome of the audit of the accounts of the Municipality for the 2007/2008 financial year as conducted by the Auditor-General received an UNQUALIFIED audit report. The annual report is attached as **Annexure C**

CONCLUSION

The Richmond Municipality Integrated Development Plan Review 2010/2011 and beyond seeks to reiterate the developmental mandate of local government with supporting objectives and strategies aimed at attaining the expectations of the organisations and the community, i.e.:

- Creating an environment for sustainable economic growth thereby creating job opportunities
- Providing for housing and socio-economic development in line with the current situation and meeting the objectives set nationally, provincially and locally (inclusive of addressing the HIV/AIDS pandemic)
- Mainstreaming of HIV/AIDS, disadvantaged individuals, etc
- Integrating the first and second economies as well as the implementation of programmes and projects in line with the principle of the EPWP
- Taking advantage of the Municipalities positioning in terms of Provincial development corridors, its location in terms of the Dube Trade Port, eThekweni Municipality and the Capital of the Province as well as its location in terms of the N3, R56 and N2

The majority of this Integrated Development Plan focuses on the challenges faced by the Municipality in terms of financial and human capacity and capability, however it is in identifying the challenges and striving to address them that the Municipality will meet its developmental mandate and ensure increased service delivery as a measurable output.

The Municipality is also required to prioritise projects and programmes in line with financial availability, source appropriate external funding to supplement its own finances and to increase delivery and more importantly work towards the alignment of the uMDM Integrated Development Plan with that of the Richmond Municipality – embark on the bottom up approach and not top down approach!

In formulating the Integrated Development Plan Review document greater effort was made to align the budget of the Municipality and also to attempt to seek alignment with policy makers. This document also incorporates the Millennium Development Goals as well as Provincial and National Targets.

SECTION J: ANNEXURES

Annexure A: Service Delivery and Budget Implementation Plan

Annexure B: Detailed Spatial Development Framework

Annexure C: Detailed Disaster Management Plan

Annexure D: Municipal Set of Indicators

Annexure E: Housing Sector Plan

Annexure F: Local Economic Development Plan

Annexure G: Turn around Strategy

SECTION K: APPENDICES

	Appendices	YES/NO
K1	Land Use Management System	YES
K2	Waste Management Plan	Draft
K3	Integrated Transport Plan	Draft
K4	Housing Plan	Yes
K5	Energy Master Plan	No
K6	Local Economic Development Plan/Strategy	Yes
K7	Infrastructure Investment Plan	No
K8	Area Based Plans	No
K9	Organisational PMS	Draft
K10	Integrated Development Plan Process Plan	Yes
K11	Marketing Strategy	Yes
K12	Annual Report	YES
K13	Communication Strategy	YES
K14	Workplace Skills Plan	YES
K15	Employment Equity Plan	YES
K16	HIV/AIDS Strategy and Plan	YES

Abbreviations used in this document:

IDP	Integrated Development Plan
uMDM	uMgungundlovu District Municipality
KZN	KwaZulu-Natal (Province)
PMS	Performance Management System
SDBIP	Service Delivery and Budget Implementation Plan
AsgiSA	Accelerated and Shared Growth Initiative
BEE	Black Economic Empowerment
CBPWP	Community Based Public Works Programme
CDW	Community Development Worker
DBSA	Development Bank of South Africa
DEAT	Department of Environment, Agriculture and Tourism
DME	Department of Minerals and Energy
DED	Department of Economic Development

DLGTA	Department of Local Government and Traditional Affairs
EPWP	Extended Public Works Programme
PSEDS	Provincial Spatial Economic Development Strategy
PGDA	Provincial Growth and Development Strategy
MTEF	Medium Term Expenditure Framework
HIV/AIDS	Human Immunodeficiency Virus/Acquired Immunodeficiency Syndrome
IGR	Intergovernmental Relations Framework